

# Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY  
OF MICHIGAN

MAY 9 1952

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Executive Manpower for Tomorrow**

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Dealers Adopt 10-Point Formula**

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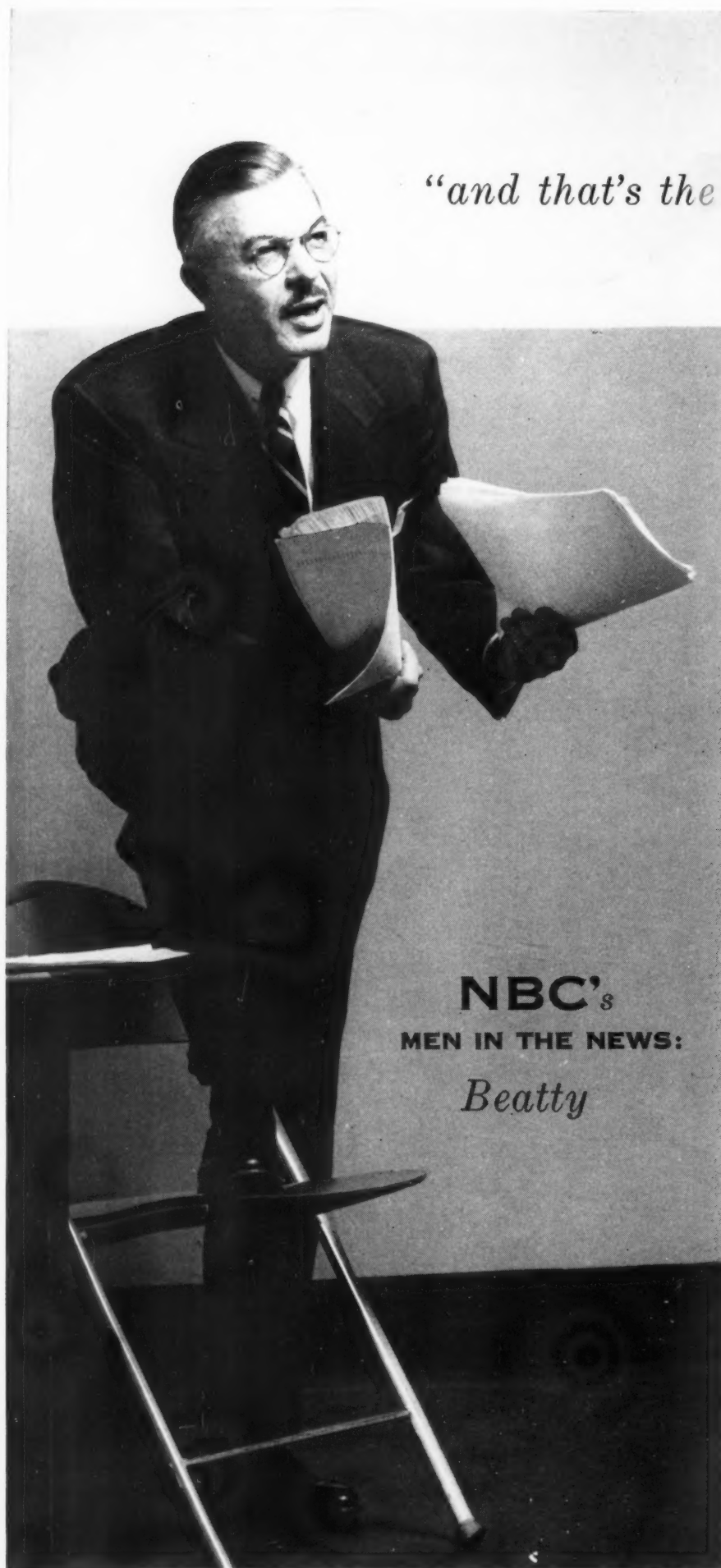
Plus 10 other articles on manpower, training, customer relations

FIFTY CENTS



MAY 1 1952

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*"and that's the end of the world"*

**NBC's**  
**MEN IN THE NEWS:**  
*Beatty*

Morgan Beatty meant to say: "And that's the News of the World," but "old disaster man" Beatty was nonplused by a news story. The story? A baby born to a 79-year-old mother and an 80-year-old father.

It isn't easy to confuse Morgan Beatty. He earned the title "old disaster man" on the 1927 Mississippi flood story and has covered most of America's violent upheavals since. As a Washington analyst, Beatty had a two-year beat on the 1937 Supreme Court battle. He accurately forecast the successful Russian resistance in 1942.

Now America's leading interpretive reporter, his **NEWS OF THE WORLD** for Miles Laboratories is the highest rated daily news show in radio. In this vital election year, Beatty's primary assignment, and that of 100 other NBC men of news, is to cover the primaries, the conventions, the elections as they've never been covered before.

Beatty, Swayze, Chaplin, Hicks—big names in news—but only a part of the thousand-man, news-gathering force which makes the NBC News Center supreme in broadcasting.

Nearly everyone in America learns the news first from radio or television. And the fact that NBC, day after day, broadcasts the highest rated news shows on radio and television proves most people learn news first from NBC. They learn more news, too, because regularly, on radio and television, NBC broadcasts more hours of news than any other network.

In this, the most intense political campaign year since 1932, all news assumes larger significance and quickening importance. As before, most Americans will learn the news first and learn more of it from NBC.

**NBC** *radio and television*  
a service of  
Radio Corporation of America

Photograph by RALPH STEINER



# One tenth of all the women in America learn about Fashions from McCall's

That's a lot of women—the women who read McCall's in more than 4,150,000 homes.

Many of these women have grown up learning about fashion from McCall's.

That's important to fashion advertisers, because today's mass fashion is the big money fashion—the fashion that is sold in the market where the millions buy. It is big business for those who have fashion to sell—whether in ready-to-wear, home-created, or accessory form.

The interesting thing about modern mass fashion is that so much of it is *high* fashion, smart and cleverly designed, as well as practical and inexpensive.

McCall's is a natural leader in interpreting the latest and best fashion trends to millions of buyers of feminine apparel. Not only does it reach more than 4,150,000 eager, interested readers—it has more fashion pages than any other magazine in the over-four-million group.

Through McCall's, you reach the better customers of the better stores of the nation. In fact, thousands of these top stores regularly tie-in their promotions with the name McCall's.

When you advertise in McCall's—be ready for *action*, on a large scale!

McCALL'S, 230 PARK AVE., NEW YORK 17, N. Y.



## how an idea built an industry

Guglielmo Marconi's idea blossomed into the first trans-ocean wireless message. His brilliant creative thinking established the radio industry. In down-to-earth business strategy too, the idea is the critically important starting point . . . it is the cradle of successful selling.

Many mailadvertisers depend on James Gray, Inc. for original, production-wise ideas that help them build business and keep it growing.

When you need an original idea, expressed in powerful copy and compelling visual form—with or without graphic reproduction—call Gray.



**James Gray Inc.**

IDEA MEN ★ LITHOGRAPHERS  
LETTERCRAFTSMEN ★ PRINTERS

216 E. 45th St., New York 17, N.Y.  
MUrray Hill 2-9000

## Sales Management

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## IENT Begins 20th Year!

With another FIRST in the field of product news and information publishing—a new front page designed around its product-finding index . . . with more advertisers (740 to 850 per issue) than any other publication of similar service or distribution . . . with 62,044 specifying and buying readers in all manufacturing industries (total distribution 65,550) . . . with a low-cost (\$125 to \$135 per month) plan for reaching industry's top operating, engineering, and production men at the time they are looking for product information.



**1933-1934** An entirely new publishing service was created in association with Thomas' Register. Industrial Equipment News became the first publication devoted entirely to product news and information for top production men in industry. Accepts advertising (in 1934), adopts one-ninth page units as standard, proves these small, meaty ads to be effective. Develops circulation by reader request. Establishes plan to service reader inquiries.



**1951** Continues to lead the field it created in number of advertisers, in standing with specifiers and buyers of largest and most active plants in all industries.

## Industrial Equipment News

NBP

CCA

Thomas Publishing Company

461 Eighth Avenue

New York 1, N. Y.



FROM AUTO-TYPIST FILES:

Let Ewald Mayer tell you...

# "Direct Mail Results Up 300%" with Auto-typist



Sales Mgr.,  
Safeguard Corp.,  
Lansdale, Pa.

"The Auto-typist has saved us a great deal of available typing time," says Mr. Mayer. "Our payroll is unchanged, but the volume of letters sent out has been vastly increased."

Also: "Our direct mailing results increased three times over our mailings without the Auto-typist!"



## Models To Meet Every Requirement



### Model 5030

Operates any typewriter. Permits pushbutton choice of 5-20 different letters.



### Model 5100

For smaller office. Automatic operation of any electric typewriter.

# Auto-typist

## Solves Steno Shortages

Here's how! Transfer all your routine correspondence to perforated Auto-typist rolls... let your Auto-typist automatically process each outgoing letter, retaining all the attention-getting qualities of an individually dictated and typed message. Sound easy? It is, and fast, too... one girl with Auto-typist equipment can turn out as many as 500 letters a day! Better find out about Auto-typist today.

Mail this  
Coupon today

for free Auto-typist literature and full information on the Auto-typist line.

AMERICAN AUTOMATIC TYPEWRITER COMPANY  
614 North Carpenter Street, Dept. 155-A  
Chicago 22, Illinois

Name   
Firm   
Address   
City  Zone  State



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

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MANAGING EDITOR.....A. R. Hahn  
ASSOC. MANAGING EDITOR...John H. Caldwell  
SPECIAL FEATURE EDITOR...Lawrence M. Hughes  
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MANAGERS...Aileen Weisburgh, Erika Gendts  
READERS' SERVICE BUREAU.....H. M. Howard  
LIBRARIAN.....Mary Lou Martin

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ASS'T. PROMOTION MANAGER Madeleine Roark  
PRODUCTION MANAGER.....Nancy Buckley  
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NEW YORK 16, N. Y. (386 Fourth Avenue;  
Lexington 2-1760): Merrill V. Reed, W. E.  
Dunsby, Wm. McClenaghan, John W.  
Hartman.

CHICAGO 1, ILL. (333 N. Michigan Avenue;  
State 2-1266): C. E. Lovejoy, Jr., W. J.  
Carmichael.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419, Santa Barbara  
6405): Warwick S. Carpenter.

## SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood  
SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

## SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
editorial and production offices: The Essex, 13th  
and Filbert, Philadelphia 7, Pa.

## OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill  
GENERAL MANAGER.....Philip Salisbury  
ASS'T. GENERAL MANAGER...John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE PRESIDENTS.....C. E. Lovejoy, Jr.  
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



May 1, 1952

Volume 68

No. 9

Pure New Orleans Molasses  
Cane and Maple Syrups  
Preserves, Jams  
and Jellies

# Oelerich & BERRY COMPANY

Office and Refinery  
848-854 Larrabee Street  
Telephone McHawk 4-1083  
Chicago 10, Illinois

March 6, 1952

## FAMOUS Oelerich PRODUCTS



Mr. James Gorin  
Chicago Daily News  
400 West Madison Street  
Chicago, Illinois

Dear Mr. Gorin:

The Song is over, but the Melody lingers on!

Our double page DAILY NEWS ad of February 21 in connection with Pancake Day brought us more excitement, more comment, more dealer tie-ins, and more sales of OLD MANSE SYRUP than any promotion we have ever undertaken.

No small part of the success of this Campaign is due to the merchandising and selling assistance given us by you and your associates on the NEWS. Certainly everybody in the Food Trade knew about this feature early and often in advance of publication.

Practically without exception, Chicagoland's leading Food Retailers -- the Chains, the Voluntarys and the large Independents -- carried OLD MANSE tie-ins in their own advertisements that weekend; not only in the DAILY NEWS, but in the three other Dailies as well.

OLD MANSE is Chicago's sellingest syrup, and we intend to keep it on top. Quite naturally, the NEWS has the inside track on our future plans.

Yours cordially,

OELERICH & BERRY CO.

*Francis J. Oelerich*  
Francis J. Oelerich

FJO/AN

## DAILY NEWS

Chicago's Home Newspaper

W. H. Knight, Publisher

Mr. Oelerich's Letter to the Chicago Daily News Commenting on the Results of this 2 Page Promotion.

SAN FRANCISCO OFFICE:  
Story, Brooks & Finley  
703 Market Street

LOS ANGELES OFFICE:  
Story, Brooks & Finley, Inc.  
1651 Cosmo Street

MAY 1, 1952



# WINS AGAIN FOR DISTINGUISHED SERVICE

*... that's the judgment of the American Dairy Ass'n.*

*... that's the reason we carry more food advertising than ANY other newspaper in Metropolitan, New York*

## THE NEWARK NEWS

*always BETTER  
getting BIGGER*

Newark 1, New Jersey  
or  
O'Mara and Ormsbee, Inc.

# The Human Side

## How to Move a City

The world's biggest moving job is almost finished: Lever Brothers Company, with the help of a 100-year-old moving and storage firm, Morgan & Brother, has all but completed a monumental task which involved moving over 1,000 kinds of furnishings and equipment, totalling 52,790 items, transported in 470 van loads! The company is settled in its new Park Avenue building, called Lever House.

We got curious about the housekeeping problem involved in this enormous moving. And so we talked with Morgan about how they managed to carry out the operation with as little confusion as possible. But before Morgan would tell us about the overall planning which went into this job they understandably threw piles of figures at us: For each employe involved in the Lever move there were two chairs, a desk, a waste basket, a typewriter, one-third of a lamp, an ash tray, one-half of an adding machine, a coat rack and 10 other pieces of equipment. And Morgan moved 1200 times this, for that's how many Lever employes were involved. And this doesn't include files, sanitary equipment, restaurant equipment, carpeting, rest room equipment, *ad infinitum*. No wonder the vans which hauled all this, if lined up, would have stretched three miles.

The biggest problem Morgan had in moving Lever was this: The complete job had to be accomplished with no appreciable loss of employe working hours. So schedules were set up whereby employes left their old offices on a Friday night. Old company records and personal effects were moved over the weekend. Employes were given

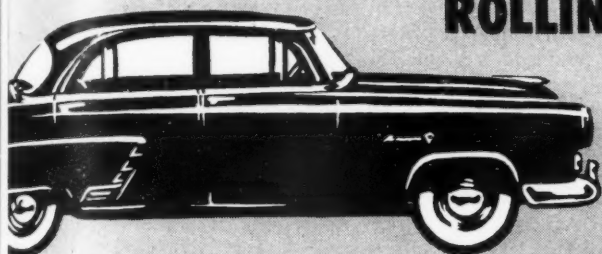


LEVER-AGE . . . does it. Here Morgan backs in one of its king-size vans and begins the Herculean task of moving Lever Brothers into its stunning new glass skyscraper. Planning, down to placement of wastebaskets, made it easier.



# Here's How You Can Save Over \$1,000 Per Car, Per Year!

## WITH ROLLINS FLEET LEASING SERVICE



Rollins Fleet Leasing was formed to offer tremendous savings to companies now operating under company-owned or salesman-owned plans. Our company provides all automobiles and trucks on an extremely economical rental, which benefits clients in many ways.

When you lease your cars and trucks from us these advantages are yours:

- NO CAPITAL INVESTED
- 100% TAX DEDUCTIBLE
- NEW CARS YEARLY
- UNLIMITED MILEAGE
- BETTER EMPLOYEE RELATIONS
- YOU SAVE THOUSANDS OF DOLLARS

Make your own comparisons after checking over this actual record of 45 cars.

### COMPARISON

Based On Forty-five Salesman-Owned Cars

Salesman-Owned Plan  
1 automobile  
30,000 average annual mileage  
\$2,400 per year (8¢ per mile)

Rollins Fleet Leasing Plan  
1 new automobile  
—30,000 average annual mileage  
\$822 rental per year (\$68.50 per mo.)

\*\*(\$600 gas and oil allowance at 2¢ per mile; it has been found that on a rental lease plan salesmen average 25% less mileage, consequently.)

\$450 annual gas and oil allowance

\$2,400 per car per year—  
\$108,000 annually

\$1,272 per car per year—  
\$57,240 annually

Total Saving \$50,760 Annually on 45 Cars!

Savings on Leased Trucks are equally great! Due to the various models and requirements for trucks, we will make a survey of your transportation problems and quote you specific rental charges.

#### YEARLY LEASE: FORDS, CHEVROLETS OR PLYMOUTHS

Compare these rentals to your present operating costs:

25 or more units .....	\$68.50 per month
14 — 24 units .....	70.00 per month
6 — 13 units .....	73.00 per month
1 — 5 units .....	75.00 per month

Yearly rates as low as \$1.77 per day for cars on non-maintenance basis. Special arrangements on executives' cars. For all the facts and figures, write for complete information to:

*"Your Troubles Cease When You Lease"*

## ROLLINS FLEET LEASING

Rehoboth, Delaware

Rollins Fleet Leasing, Dept. SM-5  
Rehoboth, Del.

Gentlemen:

I would like to know more about your fleet leasing service. Please send me further details and your free transportation survey. We operate: (please signify number)

\_\_\_\_\_ cars \_\_\_\_\_ make \_\_\_\_\_ year  
\_\_\_\_\_ trucks \_\_\_\_\_ light \_\_\_\_\_ medium \_\_\_\_\_ heavy

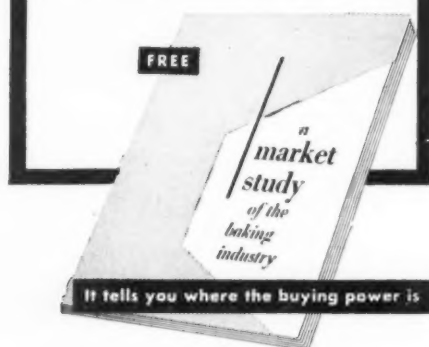
Please print (Name) \_\_\_\_\_

(Company) \_\_\_\_\_

(Address) \_\_\_\_\_

# now ready...

## new market study of the baking industry



A new market study of the baking industry has been prepared as a guide for sales managers, advertising managers, agency account managers, space buyers, market analysts, and merchandising managers.

The study covers the size of the market and its organization by types of producers and distributors; tells how it has changed in recent years. It charts the various sizes and types of establishments; shows how 90.7% of the business is done by only 35% of the total number; includes a new Government tabulation of retail establishments made by the Bureau of Census especially for Bakers Weekly. All of this information is essential to sound sales and advertising planning in this market.



**Bakers Weekly**  
The business magazine  
of the baking industry

**AMERICAN  
TRADE  
PUBLISHING CO.**  
45 West 45th St.,  
New York 36, N. Y.  
520 North Michigan Avenue,  
Chicago 11, Illinois  
**Simpson-Reilly, Ltd.,**  
1709 West 8th Street,  
Los Angeles 17, California  
703 Market Street,  
San Francisco 3, California

**Bakers Weekly** S-3  
45 West 45th St., New York 36, N. Y.  
Please send my **FREE** copy of the handbook  
"Market Study of the baking industry."

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Position \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

printed instructions on the locations of their new offices and how to reach Lever House by various public transportation systems. When they arrived Monday morning their new offices were completely set up, almost as if nothing untoward had occurred.

The first man to be installed in Lever House was Charles Ewen, in charge of receiving all shipments of merchandise, furniture and equipment. He was moved in, by Morgan, five months before the official opening of the building. And, perversely, he was the last man to get settled in his own office. His schedule was so demanding, and he was so busy getting everyone else settled, he came to be known as "the man without an office."

Morgan feels that it has a right to be proud of its job. If, a company spokesman pointed out, you think that women excel as housewives you'd better re-examine the facts. This job which Morgan performed for Lever was the world's biggest moving job. And it was a 100% male job, right down the line.

Since the furnishings which went into Lever House were new and custom-designed for particular areas or spaces, a special problem arose. Shaw-Walker Company, for instance, got an order for 963 desks, 84 tables, 985 files and 1,352 chairs. And with the order came a custom-made problem. Not only did Shaw-Walker have to manufacture this special furniture; its completion had to be coordinated with the construction schedule of the Lever House itself. They couldn't possibly store the furniture, once completed, at their plant. Nor was there a single warehouse in the U. S. large enough to hold it until delivery instructions came through. So again Morgan & Brother entered the picture. The mover's job was to transport all incoming freight shipments to Lever House, move the equipment in and arrange all furnishings according to the blueprints. Shaw-Walker hired Morgan because this moving and storage company had last year moved the Ritz-Carlton and all its permanent residents with eminent success.

Long before actual construction of the building was under way a special committee in charge of moving was set up. It consisted of William H. Burkhardt, Lever v-p in charge of production, E. Lee Talman, executive v-p and Peter O'Rourke, general office manager for the company. O'Rourke rented a room at 515 Madison Avenue, overlooking the site of Lever House. From this vantage point, which he called "O'Rourke's Crow's Nest," he could see everything that happened from the day the first hole was dug. With Ewen installed in the building and direct telephone lines between him and O'Rourke, a coordination could be effected. Ewen held copies of every order for every item to come into the building and the time of the scheduled arrival. He was responsible for receiving and okaying every shipment—a job which kept him working, in an unheated building, late into the night for five long months. He smiles wryly when he says that the telephone men brought special electric heaters; the cement contractors brought smudge pots; wherever possible tarpaulins were built around the men working. . . . But poor Ewen didn't even have time to rub two Boy Scouts together.

Between the committee in charge of moving and Morgan, the building is almost ready for public exhibition. Employees are already in and working. Only last minute touches are needed, and when we were there a huge willow tree was being set into special soil in the open foyer on the first floor.

Morgan insists that the moving was merely a household affair blown up thousands of times. And it has some sage words for you, whether you're moving your home, a sales office to another floor or a whole company. First, work from blueprints. Plan exactly where everything is going to fit in the new home or office. Decide early what you can discard and what must go and see that the important things are so marked. And last and most important: Hire a reputable mover *early* and trust his judgment.

## COMMENT

### Old Battle, New Rivals

Even if you have eyes all around your head, you still can't always see where your next competition is coming from. Example: Just when a rich market is developing for bags and cartons to hold and protect the foods destined for the deep freeze, along comes the Aluminum Cooking Utensil Co. with a new idea.

Out of the firm's research laboratories emerges the "Jackfroster." It's an aluminum container made in two sizes, with a snap-on lid, designed to be used over and over again. Advantages claimed for it: prevents dehydration, preserves color and flavor, freezes faster, thaws quicker, requires no special sealing material or device, stacks to use minimum of space, has myriad supplementary uses when not in freezer-use.

Moral: Even if you think you have the best value offered today in *your* field, you can't afford to let up on the eternal search for improvement. It's more than likely your next big challenge will come from an altogether different industry, fabricating an altogether different basic material.

### What Makes a Better Package?

In the early days when SALES MANAGEMENT first began to call attention to the need for keeping consumer convenience in mind in package design, we found some reluctance on the part of manufacturers to accept the idea for what we regarded to be its importance. (Our most recent survey: "What Women Like and Dislike about Packages Today," July 15, August 1 and 15, 1951.)

Now, it seems, a great deal more thought is being given to this phase of package design. Speaking before the April Packaging Conference of the American Management Association, Howard F. Lochrie, manager of advertising and sales promotion for the Birds Eye Division of General Foods, said:

"The consumer doesn't think in terms of the *manufacturer's* packaging problems. Quite the contrary. Give a housewife a chance to express herself about packaging and you find she thinks in negative terms.

"She points to inconveniences . . . poor closures . . . lack of instructions . . . poor color schemes, and so on. It becomes clear that the manufacturer has to think in terms of *her* problems; above all, instructions, recipes, time savers, and even convenient carriers.

"In this connection I remind you how important the package insert has become. It must be regarded as part of the package. And it should meet the same standards set for any other part of the package. That holds true even if the message you want to include is on a fancy tag or some other attachment to the exterior of the product.

## Since 1925 National Radio Institute

-world's largest single-course correspondence school  
-has depended on this agency

for **Advertising**  
that pays off

Make your account our next success story!  
Write, wire, phone:

**VANSANT  
DUGDALE**

BALTIMORE

Advertising since 1912

"PYRAMID" JONES  
JONES MFG. CO.  
You wanted orders, didn't you?  
Industrial Maintenance ads always  
deliver! When you get 80,000  
circulation, right into the heart of  
American industry at operating  
level, you're bound to get action . . .  
pyramid your business! IM's readers  
are industry's buyers!  
Signed  
INDUSTRIAL MAINTENANCE  
Phila., Pa.

"INDUSTRIAL MAINTENANCE"  
GETS RESULTS!





Probably was. Ohio and Pennsylvania, with their combined population of some 20,000,000, have been mighty important markets for practically any company you can think of.

As a matter of fact, if a new island of that size and importance were going to pop up in full maturity off the tip of Cape Cod next week, most of us would have our sales manager and all the men we could muster camping in Boston right now . . . ready to fly, swim, or wade to this virgin market and stake out a claim for us among its product-hungry millions and its thousands of industrial plants.



Yes sir, the stampede would make the Gold Rush of '49 look like a Sunday School picnic. No expense would be spared. A special advertising appropriation would be ready, and the people of "Ohisylvania" would soon become as product-conscious as the citizens of Manhattan.

\* \* \*

Was this a good market for you last year?

Of course it won't happen just that way—BUT—a market the size of Ohio and Pennsylvania (20,000,000 people) *has* been added to our economy since 1942.

*and here's the important point*



A market just about that big will be added in the *next* ten years. To serve these millions, there will be thousands of new plants coming into existence, filled with new equipment, chewing up countless tons of materials and supplies. This new industrial giant will be managed largely by men who are not now wedded to any supplier.

It's a real opportunity, isn't it?

But time is short. The companies that are going to get the lion's share of this new market are planning for it and working toward it now. That's why a continuing long range advertising program is an important factor in alert company management. There is a much bigger job to be done *right now* . . . and too much at stake in the markets of tomorrow to ever take them for granted.

**NBP**

**THE PENTON PUBLISHING COMPANY**

PENTON BUILDING • CLEVELAND 13, OHIO



"'Convenience' is just about the most important watchword in packaging. Especially since all that it implies has to hold good for producer, distributor, retailer, and consumer. Convenience may even be a consideration in re-use of the container itself . . ."

We repeat what we've said many times before: Your package is much, much more than the physical carrier of your product. It's a *competitive weapon*.

## How Silly Can You Get?

Quote from pre-Easter publicity release:

"Beauteous model Pat Hall, as Miss Lifeglo, and clad in only a Bonat Lifeglo bottle, will startle marchers in Fifth Avenue's staid Easter Parade this Easter Sunday. Displaying her fabulous legs and cascading burnished-gold tresses, Miss Hall will leave the Lifeglo suite at the Gotham Hotel at 10:30 A.M. and maneuver up and down Fifth Avenue in her huge bottle."

This is a sample of what the lunatic fringe from the publicity looney bin is doing on, of all days, the highest religious festival-day celebrated by the Christian church. For sheer idiocy, for an all-time low in good taste, it's a nauseous example of the sort of thing that damages the dignity and the good names of all businesses and the good will and esteem of the radio and TV stations that become a party to it. It's straight out of the stinkpot.

Under a dead-pan head in the April 14 issue of *The New York Times*, Jack Gould, editor of a column on radio and television, summarized the Easter parade: "The Easter Parade . . . now has become a television program. As might be expected, video rose to the occasion in the way it knows best." Then he recited two dozen examples of planted gags and publicity antics which achieved, before the cameras, what their conniving sponsors presumably regarded as valuable plugs for clothes, jewelry, perfume, wine, sundry Broadway shows and "the electronic Coney Island." (He missed Lifeglo.)

What kind of moronic thinking leads any advertising department to the belief that publicity achieved through such shenanigans on the occasion of a religious holiday could possibly induce a favorable reaction from the public? Like Willy Loman, will they "never grow up?" How silly can you get?

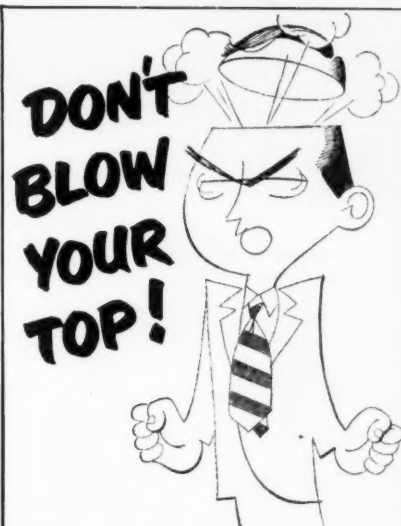
## Mr. Sales Chief Goes to Washington

We think it's time to begin to document the part which sales executives have played in administering the defense mobilization agencies in Washington.

Turn to page 48 of this issue for a report on some of the sales executives who are currently holding down important positions in DPA, NPA, and OPS. Many of these men are on loan for a six-month stint. Many more than we name in this issue have done their turn and gone back to their companies.

You'll be interested in what lawyers and the civil service office-holders think of sales executives in these temporary positions. And you'll be interested in your own fellow executives' views of them.

On the whole we think that you'll be pleased at the great recognition which has been accorded to sales executives as a group.



**You can depend upon Emery  
the world's fastest  
transportation system**

For All Air Shipments—Inbound or Outbound  
Call for Immediate Pick-up  
24 hours a day...Sundays and Holidays, too!



**EMERY AIR FREIGHT CORPORATION**  
Offices in all principal cities in the U. S.  
Consult your 'phone book



**82<sup>nd</sup> IN POPULATION**

among Sales Management's  
162 Metropolitan County Areas

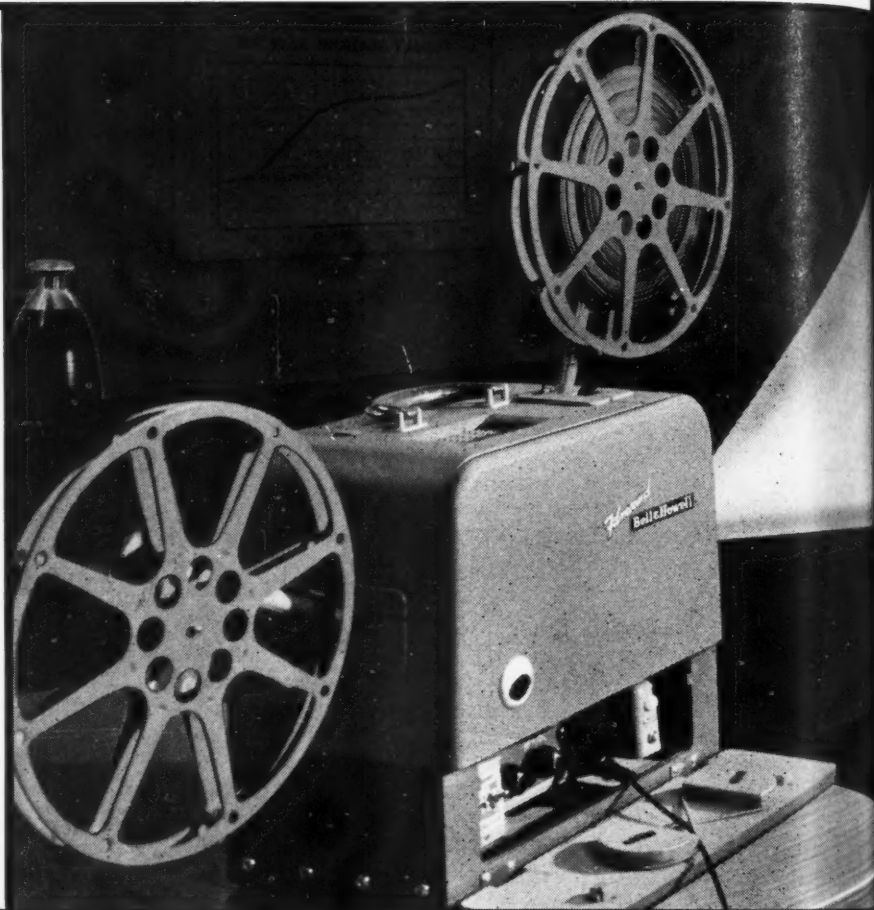
**I**F your newspaper campaign includes the first 100 markets according to population—then over 234,000 Quad-Citians are among your targets. On the Illinois side live 57% of Quad-City population. And you cover Illinois' Rock Island, Moline and East Moline  
(3 of the 4)  
when you use

*The ROCK ISLAND Argus*  
*The MOLINE Dispatch*

THE ALLEN-KLAPP CO., National Representative

# Now you can make low

## Bell & Howell brings you great- est motion picture development since "talking pictures"... a 16mm recording projector, the new Filmosound "202"



Not since the introduction of sound movies has there been a motion picture development of such importance!

Now Bell & Howell brings the making of sound movies within *your* reach. Here is the new 16mm Filmosound 202 — not just a sound movie projector — not just a magnetic sound recorder — but a combination of both for making and showing sound movies. To make your own sound film, you will

need no expert knowledge, no costly professional equipment.

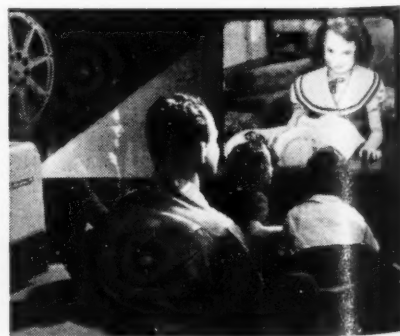
With the Filmosound 202, your own sales presentation can be put on film and the message directed to your own specific client. The same film can be used again and again simply by changing the message to fit the new situation. Only with magnetic sound movies is this possible at but the cost of the film and SOUNDSTRIFE.



**Industry and business**, both large and small, will find the Filmosound 202 an indispensable sales and training tool. Films can be re-used frequently . . . with a change of message to suit a particular situation, or to add a personal touch.



**Schools and churches** can use the Filmosound 202 to record individual interpretation of subject matter already on the film—for example, in reaching groups of different age levels—and to replace obsolete sound tracks with current commentary.



**In the home**, the ways in which the Filmosound 202 will add to family enjoyment are unlimited. Vacations, travel, all of the important family occasions you'll want to capture on film will be so greatly enhanced by adding your own sound.



# SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending May 1, 1952

## THAT FOUR-LETTER WORD

A number of speakers before business groups are getting a startled snicker from their audiences by starting out as follows: "There is a four-letter word in the English language which daily is assuming greater importance in the American way of life."

Let's hope that they keep it up until the gag wears thin—for most sales organizations are currently being forced to operate on sales budgets altogether too small to do the more difficult selling job, and more publicity on the importance of selling, and the need for selling, should be helpful in getting a boost for the sales (and advertising) budget.

At the recent convention of the American Association of Advertising Agencies, Louis Brorby presented detailed figures on increased advertising costs. Advertising hasn't gone up as much as the cost of living—only about half as much—but nevertheless to get penetration in the same number of families as in 1941 costs 32% more today, and because the number of families has jumped considerably the advertising budget should be 69% higher than in 1941.

Cost figures on other forms of selling are harder to obtain but it is obvious that all forms of sales costs have increased—salaries, transportation, hotels, restaurants, etc.—yet many sales organizations are being forced to operate with Model T's while their competitors are equipped with Cadillacs and Crown Imperials.

## TOP BRASS: "SELLERS' MARKET IS OVER"

It's good news that so many company presidents are now realizing—many of them somewhat belatedly—that the sellers' market is over. Crawford H. Greenewalt, president of E. I. du Pont de Nemours & Co., told the annual stockholders' meeting, "The sellers' market we have been enjoying for some years is clearly a thing of the past. . . . Salesmen now have work to do. . . . There are various soft spots in the business outlook."

At the Westinghouse annual meeting, Gwilym A. Price, president, said, "Our major problem in 1952 will be sales, not production."

The Philadelphia Sales Managers Club honored Minneapolis-Honeywell Regulator Co. with its 1951 annual sales award, and President Sweatt in his acceptance speech said, "Somewhere in the near future . . . will be the greatest need of our time for creative selling. . . . Such selling alone can prevent recession, create new demand and build new markets for goods in unlimited supply."

"By creative selling I mean not just hollering about

goods, but teaching their specific value to a specified customer and actually creating a demand or a market that didn't exist before."

In a talk before New York City men's wear retailers, Barry T. Leithead, president of Cluett, Peabody & Co., said, "Selling is the crux of doing business profitably, and the lack of sales is the cause of 90% of failures . . . when retail sales decline, ramifications are wide . . . suppliers and manufacturers slow down, resulting in slack work that takes many people out of the buying mood, and trade again suffers."

One way to help, according to Mr. Leithead: Plan more and better related item selling so as to raise the men's store break-even point of \$4.40 on each sales check.

The sales job is likely to become increasingly difficult because there are going to be a series of pay boosts, and despite an attempt by Washington to make industry absorb higher labor costs, manufacturers will insist on price increases. Price increases at a time when production and inventories are high will increase sales resistance. The little four-letter word grows and grows!

## COSTS AND TAXES UP—PROFITS DOWN

The Research Institute of America quite properly points out that the public is hearing a lot now, and will hear even more in the future, about "terrific profits" and "piles of money made by industry," and will not be hearing half as much about the vast number of businesses which have seen profits dip painfully—even dangerously.

Most of the figures being thrown around are before taxes, and these figures will stick in the public's mind no matter what corrections or retractions are made later. The danger is that the torrents of talk about huge profits will create the impression that *all* companies have been making a lot of money—too much money—and including your company. One thing you can do now is take the initiative and consider the advantages of getting your story across to employees and the public through house publications or paid advertising. As R.I.A. points out, "You'll be in a weaker defensive position if you wait until the 'big profit' charges start rocketing around the country."

The National City Bank of New York has compiled 1951 net income after taxes figures for 2,695 companies in manufacturing, trade, transportation, telephone and telegraph, mining, amusement and service businesses. Out of that total, only a half-dozen industries, representing 189 companies, made as high a margin of profit on the sales dollar in 1951 as in 1950. In other words, industries representing 93% of American corporations made less as a percentage of sales in 1951 than in 1950.



## CONTEST PRIZES ARE TAXABLE

Although the preparation of a salesman's income tax return is not the responsibility of the sales executive, he should help to keep his men out of trouble by telling them that all contest awards—whether cash, merchandise or trips—must be considered as income. That is the official ruling of the Bureau of Internal Revenue.

With the virtual disappearance of the sellers' market, there is reawakened interest in sales contests and/or salesmen's incentive programs.

An executive of Cappel, MacDonald & Co., creators of merchandise prize incentive campaigns, points out that the great *potential* strength of any selling organization lies in the 80% of average producers—not in the 10% who are stars (for they will always win), and not in the 10% who bring up the rear (for they will never win)! Activate that middle 80% and you'll get results.

Any contest or incentive campaign which ignores the power of the family interest is, to say the least, destined to limp under a severe handicap. . . . Include the family and you double the force of the incentive. Leave the family out and you lose 50% of your potential before your activity has started.

## NOT THE PRODUCT, BUT THE MAKERS

The popularity among the younger generation of television and the picture magazines has caused many to predict that the future of text magazines is dim.

Such a dismal forecast doesn't make much sense when arrayed against the 224-page April 19 issue of *The Saturday Evening Post*, with advertising revenues highest in the history of that publication: 257 ads covering 599 columns grossed \$2,549,010. The previous record was \$2,098,729 for the October 21, 1951 issue.

Commented Robert Fuoss, managing editor, to a note of congratulations from the undersigned: "The only thing the picture book lads have done to us is to give us a dare to be better than we were. . . . When we get hold of something that people really want to read, our problems disappear. For instance, the first Whittaker Chambers instalment increased our sales a half million copies. . . . I guess it's the same old story: 'It's not the magazine that goes out of style, but the editors'."

That's a good point to remember in any manufacturing business and *The Saturday Evening Post* people are just as truly manufacturers as the makers of turbines or toothpaste. When management gets out of style, sales and profits suffer.

## PRICES—AND FAIR TRADE

The opponents of Fair Trade are flooding the country with comparisons of prices under price maintenance, as compared with the prices charged by retailers who slash prices. The friends of Fair Trade are countering this propaganda with advertisements sponsored by individuals and trade associations which play up the relatively small increases on Fair Traded goods, 1937-1951, as compared with non-Fair Traded items. The chart on this page prepared by W. E. O'Brien, sales manager of the Toastmaster Products Division of McGraw Electric Co., is typical of this counter-propaganda.

Proponents of Fair Trade legislation have found more supporters in the House of Representatives than most people expected, but proposed legislation is still bottled up in the Rules Committee, and the debate on Fair Trade is not as yet scheduled. Advocates of Fair Trade are split between those favoring the McGuire Bill and the Keogh Bill—and that's an out for the congressman who would prefer voting in a non-election year.

The American Fair Trade Council employed Ernst & Ernst to make a telephone-to-housewives survey in all of the 48 states, and results favor manufacturer-controlled prices by a ratio of 4 to 1. There's some doubt in this skeptic's mind as to whether a housewife selected at random could understand the following question proposed over the telephone: "When a product is priced too high for its quality and does not sell very well . . . who do you think is hurt most . . . the *storekeepers* . . . who are free to sell out their stock of that product and stop buying it . . . and keep on selling other competing brands . . . or is it the *manufacturer* . . . and his workers . . . who may depend upon sales of that one product to keep going?"

Ernst & Ernst report that "manufacturer" was named by 77.5% and "storekeeper" by 22.5%.

## GREETING THE NEW EMPLOYEE

On the average, employees in corporations in the middle brackets of number of workers receive less "indoctrination" than the workers in large or small companies. In the large companies the job is big enough to justify specialized handling; in the small companies word-of-mouth briefing may suffice. For companies with 100 to 500 employees, a manual prepared by the Conover-Mast Publications, 205 E. 42nd Street, New York 17, N. Y., called "Welcome to Conover-Mast" has a lot of good ideas. It plays up the importance of the individual worker, describes the several "products," answers the questions on when you get paid, your deductions, working hours, overtime, expense money, sick benefits, holidays, vacations, profit-sharing and the functions of each of 11 departments.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT

# WHAT MADE THIS A PREFERRED NAME IN AMERICA'S BEST AUTOMOTIVE MARKET?



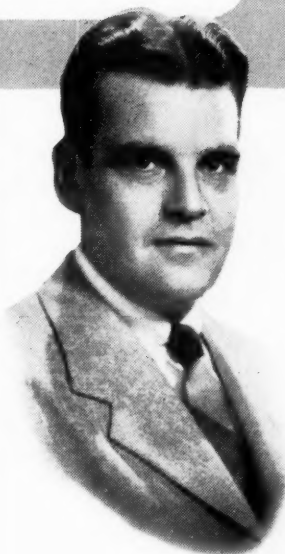
**The start:** 1924

**The story:** "Oils Made From the  
World's Finest Crude"

**The audience:** Country Gentleman  
readers—the 3-unit automotive market

**The method:** 28 years of Country  
Gentleman advertising — 70% of the  
farm advertising dollars

**The result:** Preference for Pennsyl-  
vania motor oil brands among farmers,  
the nation's best automotive customers.



"The farmer is a tremendously important consumer of oil products," says W. C. Wenzel, Executive Manager, the Pennsylvania Grade Crude Oil Association. "We know that farmers operate nearly 4¼ million automobiles, nearly 2¼ million trucks, over 3½ million tractors, plus millions of mechanized implements. To operate these machines, the farmer uses 10 billion gallons of oil products a year. He appreciates the worth of quality lubrication."

Farm families . . . particularly the top-half income group where Country Gentleman concentrates its 2,300,000 circulation . . . know and appreciate quality. They are buyers of better automotive products, home appliances, groceries, toiletries—every product for better living.

**Dealers coast-to-coast say:** "Country Gentleman helps me most to sell my best rural customers." And manufacturers place more advertising here than in any other farm magazine.

## Country Gentleman

. . . now including COUNTRY LIVING, the first  
magazine-within-a-magazine devoted to better  
living for every member of the rural family.





# How Standard Oil Is Building Executive Manpower for Tomorrow

When a key man moves—out of the company entirely—or up the ladder, California Standard's Office of Executive Development is now in a position to suggest a qualified candidate to take his place. He's in the company's own ranks, and all the facts about him are readily available.

*Based on an interview by Elsa Gidlow with*  
**H. L. SAMUELSON • Manager**  
**Executive Development,**  
**Standard Oil Company of California\***

Is planned replacement for top management posts practicable? Is development and training of your own men for executive responsibility one of those programs which you approve in theory but fear cannot be put into practice in your organization . . . or can it be made to work steadily, consistently as a routine procedure based on policy?

The experience of Standard Oil Company of California with its formal Executive Development Program in operation for five years indicates that such a policy can—definitely—be made to work. Since that company set up its Office of Executive Development in 1946 it has inventoried an executive manpower reservoir of 3,000 potential candidates for higher management positions roughly numbering 1,300. In the past four or five years, with few exceptions, it has been able to have a qualified candidate for every executive opening within the company ranks. Exceptions are jobs calling for specialized training.

It is the practice of Standard Oil of California whenever possible to promote from within. To accomplish this to the best interests of all concerned, opportunities are given to those in lesser supervisory ranks to learn how to fill those next in line. Informal executive development has always been practiced, largely on the basis of each upper management man training his replacement.

While this works up to a point, it has weaknesses, particularly in a

large organization such as Standard Oil with many departments and subsidiaries. Obviously it is impossible for top management people to keep fully informed on qualified executive material both inside and outside their respective departments.

Believing in its long-time policy of promotion from within, these were questions before the company: How to be sure those selected for key jobs were properly qualified and effectual? How to insure that each qualified individual anywhere in the company would receive consideration and opportunity for continuing development in accordance with his potentialities?

The Office of Executive Development was established to fill the need for a point of co-ordination. It is called a "staff agency," which means it has no line of authority but is there to provide counsel to interested departments. It provides counsel and assistance to management by (1) working directly with individual departments and subsidiaries, (2) through liaison between departments and subsidiaries.

Objective of the program is to plan for and develop adequate reserves of qualified, seasoned candidates for executive, supervisory and key staff positions; to keep records, making possible immediate, orderly identification and assignment of candidates.

The method is to explore throughout the various departments for possible manpower; and for both immediate openings and in forward planning of replacements, to review with departments and subsidiaries the likely candidates within those depart-

ments in relation to candidates in other departments—to foster company-wide consideration and utilization of talents.

Thus, the company has both a short-range and long-range task: To be able to present for each immediate executive opening the best qualified candidate available from company ranks; to keep in view the positions likely to require replacements, and to prepare candidates in advance of the need through planned training and development.

Now for the technique: The Office of Executive Development is concerned with selection of qualified persons for about 1,300 key positions. When the office was established it was concerned with only the upper half of this 1,300. The reservoir of potential high management candidates today numbers about 3,000. It is called the "Personnel Inventory" of high management and potential high management men.

The Personnel Inventory, maintained in and by the Office of Executive Development, is comprised of: The Personal Experience Record, The Appraisal and Development Guide, The Forward Planning and Replacement Schedule.

## The Management Tools

The Personal Experience Record, which carries a 4¼-inch full-length portrait of the candidate, records the man's education, prior experience, and company experience comprehensively job-described (including military service). It includes the titles of the jobs held and an analysis of the duties and responsibilities in each job. There is space for personal description, data on dependents, record of "Significant Outside Activities."

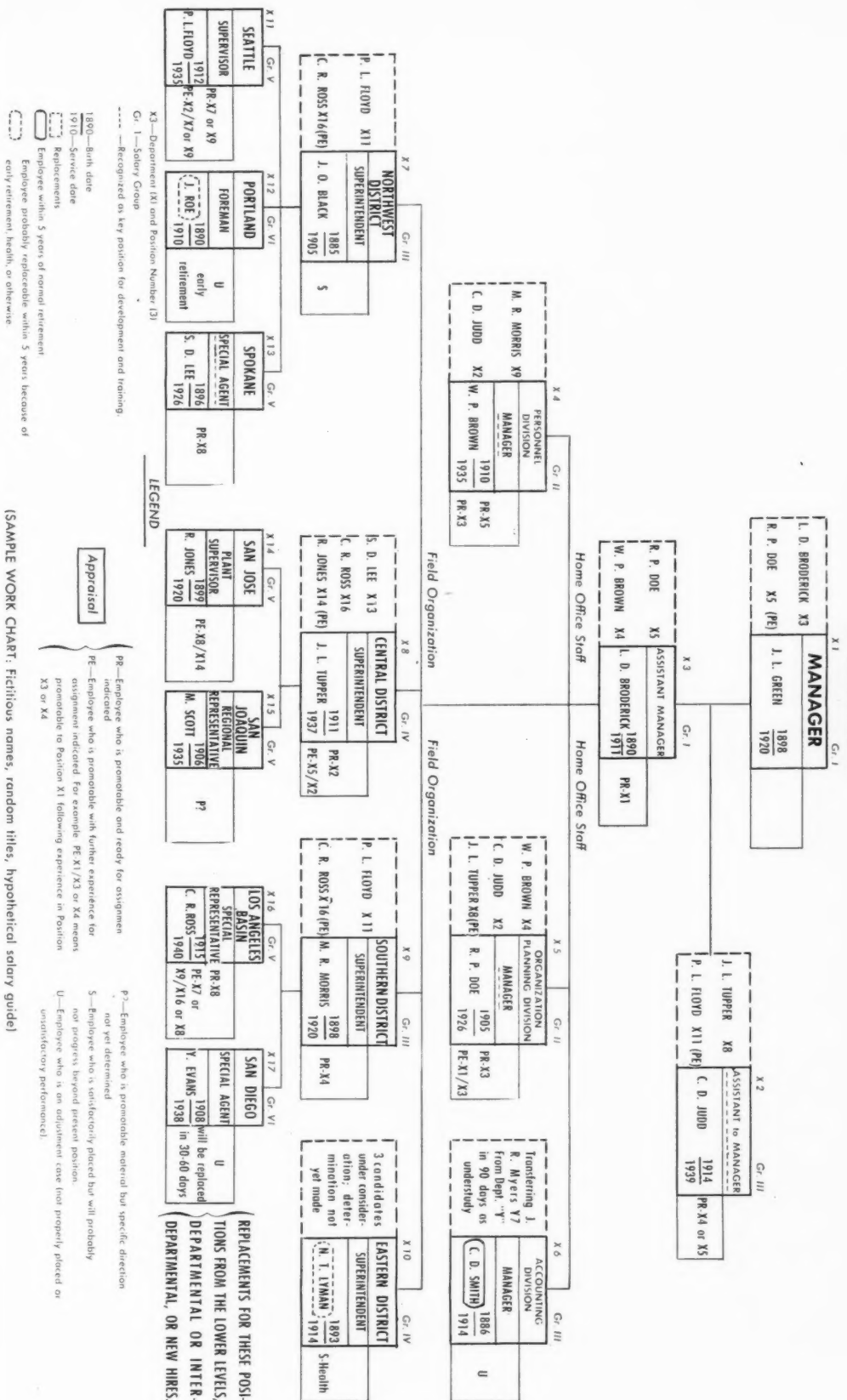
The Appraisal and Development Guide analyzes and appraises the man's performance on his present assignment, his potential for future assignments, and indicates the kind and degree of training and development necessary in preparation for designated future assignments. The appraisal covers 12 points: knowledge of work, planning and organizing, analytical ability, judgment, mental alertness, initiative, cooperation, leadership, development of men, person-

\*San Francisco, Calif.

# MANPOWER FOR TOMORROW'S KEY JOBS

## Forward Planning and Replacement Schedule

### "X" DEPARTMENT



**GRAND STRATEGY CHART:** More formally it's known as "The Forward Planning and Replacement Schedule." It starts with the organization chart for each department. Its purpose is systematically to plan for lines of succession in key jobs. Potential candidates are tagged for succession based on the appraisal records. Thus training and development are planned for replacements as needs occur. Such replacement schedules are subject to revision and periodical


review. Note that through a code system a chart like this is made to condense an enormous amount of information. "PR," for example, means "employee promotable and ready for promotion." "PE" means "employee who is promotable with further experience for assignment." See keys at the bottom of the chart for other designations. This is a sample work chart with fictitious names and random titles filled in, and employing a hypothetical salary guide.

## APPRAISAL AND DEVELOPMENT GUIDE

UNCLASSIFIED EMPLOYEES GO-311

DEPARTMENT \_\_\_\_\_ LOCATION \_\_\_\_\_ NAME \_\_\_\_\_ DATE \_\_\_\_\_  
 TIME IN THIS POSITION \_\_\_\_\_ BIRTH DATE \_\_\_\_\_ SERVICE DATE \_\_\_\_\_ POSITION \_\_\_\_\_

Consider employee's performance in PRESENT POSITION. Place check mark in MIDDLE OF MOST APPLICABLE BLOCK, or ON APPROPRIATE LINE BETWEEN BLOCKS if appraisal on any item is intermediate. If wording is not adequate, or if additional comment is necessary, amplify in "Remarks" section.

<b>1. KNOWLEDGE OF WORK:</b> Understanding of all phases of his work and related matters.	Needs instruction or guidance Has required knowledge Has thorough knowledge of own and related work	Remarks:												
<b>2. PLANNING AND ORGANIZING:</b> Ability to plan ahead, schedule and lay out work so as to make most effective use of personnel, materials and equipment.	Needs assistance. Plans and organizes well. Very effective under all conditions.	Remarks:												
<b>3. ANALYTICAL ABILITY:</b> Ability to size up a problem, get and evaluate the facts, reach sound conclusions and present them in clear and concise manner.	Has difficulty. Meets required standards. Especially able.	Remarks:												
<b>4. JUDGMENT:</b> The degree to which decisions or actions are sound.	<b>PERSONAL EXPERIENCE RECORD</b> <span style="float: right;">GO-400-2 Sheet A</span>  NAME: <u>JOHN DOE</u> <span style="float: right;">DATE PREPARED: <u>5-18-50</u></span>  BIRTH DATE: <u>9-5-12</u> <span style="float: right;">SERVICE DATE: <u>9-20-37</u></span>  HEIGHT: <u>5' 10½"</u> <span style="float: right;">WEIGHT: <u>170 lbs.</u></span>  DEPENDENTS: (Number & relationship of each; also birth dates of children.) Wife Daughter - -1-12-42  <b>SIGNIFICANT OUTSIDE ACTIVITIES &amp; ACCOMPLISHMENTS:</b> President of Stanford Graduate Business School Alumni. Member of San Francisco Control, Controller's Institute of America.  PHYSICAL LIMITATIONS: <u>None</u>													
<b>5. MENTAL ALERTNESS:</b> Ability to interpret and respond to instructions, new situations, methods and procedures.														
<b>6. INITIATIVE:</b> Ability to originate or develop constructive ideas and to take necessary steps to get things done.														
<b>7. COOPERATION:</b> Ability and willingness to work with and for others toward best interests of all concerned.														
<b>8. LEADERSHIP:</b> Ability to inspire in others the willingness and desire toward a given objective.														
<b>9. DEVELOPMENT OF MEN:</b> Recognition and development of the aptitudes, abilities and capacities of others.														
<b>10. PERSONALITY:</b> Effect on other people as a result of his disposition, tact, enthusiasm, sincerity, appearance, etc.														
<b>11. VOLUME OF WORK:</b> Quantity of acceptable work.														
<b>12. QUALITY OF WORK:</b> Thoroughness, neatness, and accuracy of work.	<b>EDUCATION</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">YRS.</th> <th style="width: 40%;">SCHOOL</th> <th style="width: 10%;">YEAR GRAD.</th> <th style="width: 40%;">REMARKS including specialization, degrees, extra activities, etc.</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">4</td> <td>University of Utah</td> <td style="text-align: center;">1933</td> <td>A.B. in History and International Relations</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Stanford Graduate School of Business Administration</td> <td style="text-align: center;">1936</td> <td>M.B.A. Business Administration  Assistant to Dean of Men; President of Men's Council; Manager Fraternity House.  Earned 100% of college expense.</td> </tr> </tbody> </table>		YRS.	SCHOOL	YEAR GRAD.	REMARKS including specialization, degrees, extra activities, etc.	4	University of Utah	1933	A.B. in History and International Relations	2	Stanford Graduate School of Business Administration	1936	M.B.A. Business Administration  Assistant to Dean of Men; President of Men's Council; Manager Fraternity House.  Earned 100% of college expense.
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DATE OF PHOTOGRAPH: 5-16-50

### PREVIOUS EXPERIENCE (Including military)

YRS.	NATURE OF JOBS	REMARKS
2½	Part-time work, Standard Stations, Inc.	While attending college.
1	Warehouse laborer; rodman; welder's helper; electrician's helper, with Utah Power & Light Co.	Summer and part-time work while in college.

TWO BASIC TOOLS important to the operation of Standard Oil's plan for the systematic development of future executives are an Appraisal and Development Guide and the Personal Experience Record. The Appraisal Guide analyzes a man's performance in his present job, rates him on twelve important personality and intelligence factors. The Experience Record is just what its name implies.

In addition to information about family status, education, and business and military experience, it includes a summary on "Significant Outside Activities." See text of article for full descriptions. A third tool—the Forward Planning and Replacement Schedule—is reproduced on page 25. Guide, Experience Record, and Forward Planner make up the control system that insures smooth operation.



ality, volume of work, quality of work.

Each of the qualities is briefly defined and the man is rated specifically. For example, Initiative is defined as "ability to originate or develop constructive ideas and to take necessary steps to get things done." The candidate is rated in one of three boxes headed: Follows Precedent, Has Necessary Drive, Unusually Resourceful. There is space for significant remarks.

Questions under "Concerning His Present Assignment" are interesting in that they reveal the exactness of the appraisal. Under the first: Is this man properly placed? If not, explain briefly. Does he need further training to improve performance? If so, what? Indicate by circle his overall job performance: Unsatisfactory—Passable—Standard—Very Good—Excellent. There is space to show by whom and in consultation with whom the appraisal was prepared. There also are notations on when and with whom there was discussion with the employee on his performance.

### The Candidate's Dossier

Questions under "Concerning His Future" are: What are his outstanding abilities (assignments on which he has excelled, etc.)? What are his weak points if any (personal characteristics or assignments on which he has not proved satisfactory, etc.)? For what types of work has he a decided personal leaning or preference? For what type of assignment does he appear a candidate for advancement in present or other department or subsidiary (divided into: Next Assignment, Eventual)? When will he be ready for next assignment indicated? What training or experience is necessary meanwhile to qualify him for the next assignment? Do you know of any health or personal consideration that would have effect on his candidacy?

The Forward Planning and Replacement Schedule is a department chart which visually presents projected lines of succession. This, backed up by the Appraisal and Development Guide, indicates where the individual's experience, performance and potential fit into the future plans of the organization. (A suggested form of replacement schedule is illustrated.) How the chart is used will become clear further on.

The Appraisal and Development Guide is prepared and maintained by the man's immediate supervisor and others who best know his performance. There is no secrecy. The man's

status is freely discussed with him and suggestions are made for improvement or further development.

This material—the personal experience record and the man's potential assignments—is then reduced to a coding index for quick and accurate selection, using IBM equipment. When a job is to be filled the Office of Executive Development obtains from the department a specification in terms of job experience and personal qualities required. Candidates having the pertinent experience codes are drawn. This group is screened down to those who most closely meet the qualifications, based on the background of individual performance and estimated potential for this and later assignments, and a panel is prepared for the department concerned. The department heads make the final selection. This prerogative, and responsibility, is never infringed. The Office of Executive Development does its part to make the choice broader, the placement just and effective, through consideration of candidates on a company-wide basis, plus deliberation, suggestion and counseling.

The second phase of the program is the executive development proper. Its key is the Forward Planning and Replacement Schedule mentioned above.

### Logical Starting Point

Standard of California is tightly organized. There is an organization chart for each department. An organization chart is the logical starting point for constructive planning of personnel development. Each department takes its chart for this purpose. Potential candidates are shown for succession in the respective positions based on the appraisal records. Thus training and development are planned for replacements as needs occur. Replacement schedules are subject to revision in periodical review.

This form of replacement schedule readily shows the following kinds of information: potential successors to present executives with concise appraisal; present department and job number of each; the employee's salary group, birth and service date. Jobs recognized as key positions for development and training are keyed as such. Employees within five years of normal retirement or "probably replaceable within five years because of early retirement, health or otherwise" are so keyed.

Appraisals have key letters. PR means "Employee promotable and ready for promotion." PE means

"Employee who is promotable with further experience for assignment indicated. For example, PE—X1/X3 or X4 means promotable for positions X1 following experience in position X3 or X4." P? means "Employee who is promotable material but specific direction not yet determined." S means "Employee who is satisfactorily placed but will probably not progress beyond present position." U means "Employee who is an adjustment case (not satisfactorily placed, or unsatisfactory performance)." (See chart.)

Accurate appraisal of a man's potential line of progression is important in training and development. In the main, both take place through experience on the job and in job rotation or succession. These are recognized as most effective and practical training and development.

In connection with the Forward Planning and Replacement Schedule it was mentioned that some jobs are recognized and identified as key training spots for broadening experience. Examples of these training spots are posts of staff or administrative assistants, technical assistants, organization and cost control, "assistants to." For diversification of experience, individual departmental schedules will plan succeeding assignments or provide, say, field experience to supplement headquarters, staff to supplement operating, intersectionally within a division, interdivisionally with a department, interdepartmentally; or from one type of selling activity or responsibility to another, from one type of location or condition to another, etc. Theory and practice are thus co-ordinated to give candidates well-rounded development of their potentialities.

### Appraisal of Results

Systematic future planning guards against various situations. A man of high potential could appear so valuable in an assignment as to be kept in it when fairly deserving promotion. In a case of this kind the man is slowed down in his opportunities for development. The company's program of personnel development may be bogged at this point because other well qualified persons are deprived of the training they could get in that spot. Careful planning to utilize talents through replacement scheduling tends to preclude such situations. The orderly process reacts to the benefit of the company and its employees.

The Executive Development Program has been in effect long enough  
(continued on page 90)

# They're in the News



**NOSEY PARKER . . .** is P. Lorillard's new prexy, Robert M. Ganger. For 30 years Mr. G. has been rooting out the mass buying habits of the American public. "Get the facts and get them by sampling" is his motto, and he's made it pay off. He began as an office boy in a leading advertising firm, became a partner before he was through. Always he's liked to work with management in its top-level problems. He's been an adviser to the railroad industry during a crucial period, helped place it on a footing which best served the interests of management, the public and labor. Many top companies have tried to hire him but it remained for Lorillard to win the Ganger sweepstakes. . . . During his high school years he drove a truck on a bread route, trimmed windows, worked as a clerk and learned to play trumpet. When he found that dance bands were overstocked with trumpets and his plans were to earn college money playing with orchestras, he quickly took up the trombone. He graduated from Ohio State, gave up his \$200-a-week-dance-band salary to take a \$25 one in advertising. It wasn't long until he passed his old salary—but he still plays a mean trombone.

## "THAT GRAND OLD MAN" . . .

is Mosler Safe Company's accolade to its elder-statesman salesman. He's Louis B. Morris, 73-years-old and celebrating his 60th year with the company. As a lad of 13 he went to work with Mosler. He still laughs when he recalls that he was almost fired several days later because he was too small to reach the wall telephone! The late president, M. Mosler, came to his rescue, insisted that the phone be lowered. Morris developed into one of the finest salesmen in the history of the 104-year-old company. In '33 he sold 1,500 burglary-resistive money chests to a chain store. In '05 Morris was made sales manager, at 26, of Mosler's Fireproof Division. He had to give up the post in '42: A circulatory illness resulted in the loss of both legs. But, although confined to a wheelchair for the last decade, he reports to work three days a week at Mosler's Fifth Avenue offices where he's in charge of showroom sales. Congratulating him: E. H. Mosler.

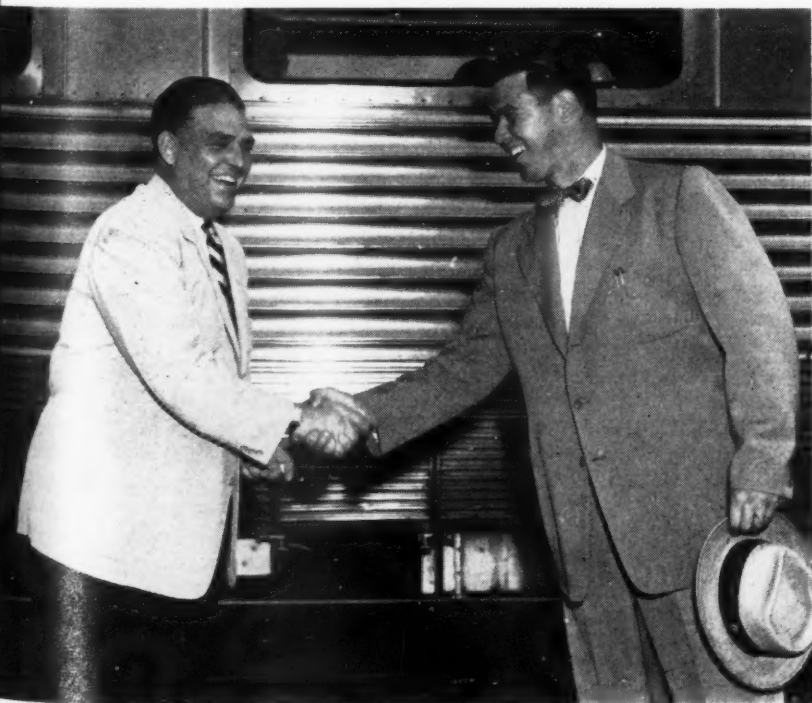


**THE WINNER . . .** of this year's Howard G. Ford award, given annually by the Sales Managers Association of Philadelphia for outstanding sales achievement, was won by Minneapolis-Honeywell Regulator Co. Honeywell was cited for "progressive expansion policies and outstanding sales promotion techniques" during '51, when its sales rose 24% over the preceding year to a total of more than \$135 million. The award was accepted by Honeywell's president Harold W. Sweatt. And this is part of what he said: "[This] will be the greatest need of our time for creative selling. Indeed, in days like those that lie just ahead, such selling alone can prevent recession, create new demand and build new markets for goods in unlimited supply. By creative selling I mean not just hollering about goods but teaching their specific value to a specific customer and actually creating a demand or a market that didn't exist before." Mr. Ford (right) hands Mr. S. his just deserts.



BY HARRY WOODWARD

**BRIGHT YOUNG MAN . . .** who saw a challenge—and met it. Meet R. H. (for Harvey) Whidden, who's W. A. Scheaffer Pen Company's new v-p in charge of sales. Four years ago, at the tender age of 36, he became general sales manager. When he took over, sales were at an all-time high and his chair was really a hot-seat. But gross sales for '51 topped \$24 million, a tidy percentage over sales when he moved into the job. All of Harvey Whidden's working years have been spent in selling. He left Northwestern in '34, took the job of distribution manager for WECO Products in Chicago. Four years later he joined Scheaffer as sales supervisor of the Wholesale Division. The war interrupted his career: For three years he served as a PT boat captain in the Mediterranean and Pacific. Back to Scheaffer in '45: The company made him eastern sales manager. . . . Here (left) he welcomes R. F. Sullivan (who won a Cadillac convertible in a Scheaffer sales contest) to Fort Madison.



MAY 1, 1952





**MOST SUCCESSFUL DEALERS** know how to build traffic-stopper window displays. Thus effective display becomes one "plank" in Williamson-Dickie's dealer-buildup formula. This window illustrates effective use of firm's point-of-purchase materials.



**INSIDE DISPLAY IS IMPORTANT, too.** This white oak floor unit holds four dozen shirts, 16 dozen pants. Reserve stock is stored behind panel in the unit base.

## Work Clothes Volume Leaps When Dealers Adopt 10-Point Success Formula

**Williamson-Dickie analyzes methods of good vs. not-so-good retailers, comes up with a plan practically guaranteed to produce bigger sales with smaller investment.**

A plan which enables retailers to increase their sales of work clothes and at the same time reduce inventory, is now being extended to seven western states by the Williamson-Dickie Manufacturing Co.,\* after four years of development and testing.

The plan calls for 10 steps the retailer can take. It has increased retail sales of the Williamson-Dickie brand in the average work clothing department several thousand dollars yearly. Fully as interesting as the plan itself is the way in which it was evolved through research.

Williamson-Dickie is one of the largest manufacturers of matched work clothing in the United States. Matched garments and uniforms are shirts and pants of the same fabric and colors, generally made of Army twill instead of the denim used for

overalls. They are neater, more dressy, and are often bought for casual wear as well as for work. Williamson-Dickie has not made overalls for 10 years, but is now reentering that field.

President and general manager for 30 years is C. D. Williamson who is a fact-finder. He believes that retail methods in keeping with improved production can be reduced to a formula. The company sells direct to approximately 9,000 retailers in all 48 states, through its own sales force of more than 100 men. It delivers from warehouse stocks in Fort Worth, Atlanta, Chicago, Los Angeles and Somerville, N. J.

Mr. Williamson first asked his salesmen to submit, each in his own territory, three names of successful dealers and three of less-than-average. To eliminate distortion which might be caused by lack of financial stability, dealers having approximately

equal credit ratings were selected.

From 600 names, 60 were chosen by the company's research department, 30 in each group, covering the nation.

Then a scientific questionnaire was prepared, covering all possible factors in successful retailing of work clothing. There were 50 different questions about what the successful dealer might be doing and what the less successful might be ignoring. Some questions were in several parts. Opinion was carefully excluded.

Experienced interviewers were then sent to question the 60 merchants who cooperated in supplying facts. Stores of all sizes were represented in different market areas.

The mass of material was then screened down to 10 salient points, and the Dickie Dealer Profit Plan (DDPP) was built around them. See table on facing page.

Forms were then prepared for retailers and company salesmen to use when installing the plan—a task of major proportions. The points a dealer had to improve were checked, and the forms made it possible to immediately start records as a guide for a reordering schedule, which is the key to the whole plan: a basic

\*Fort Worth, Tex.

### What Makes the Good Ones Good?

	% among successful dealers	% among less successful dealers
1. Used a regular reordering schedule	93	21
2. Priced competitively	93	52
3. Featured well-known brands	88	69
4. Used attractive interior displays	84	27
5. Had well-planned window displays	55	10
6. Followed planned advertising schedules	42	3
7. Had well-trained personnel	71	10
8. Had good work clothing department locations	87	48
9. Had well-lighted departments	100	62
10. Used adequate stock fixtures	74	31

stock, different for each dealer. This is designed to keep his inventory at minimum, yet supply sufficient diversity in sizes and colors to meet his customers' requirements. Greater rate of turnover with less investment is the key to greater profits in work clothing.

The plan revamps a retailer's operation in some or all of these ways:

**1. Reordering Schedule:** A regular reordering timetable is designed to keep inventory at minimum and turnover at maximum. This raises the rate of turnover.

**2. Pricing:** The dealer is urged to price his work clothes to compete with major competitors. A high price policy usually means lower sales in this merchandise and leads customers to suspect other prices may be high.

**3. Featuring Well-Known Brands:** The plan applies to all work clothes carried by the dealer, not only Williamson-Dickie garments. Methods are suggested by which advantage may be taken of national popularity and advertising. Nine out of 10 buyers of work clothes, as shown by surveys, repeat on brand.

**4. Interior Displays:** Detailed instructions in many ways of using price cards, labels, illuminated signs and other point-of-purchase material. Shown is the importance of separating merchandise by brands, lot numbers and colors, to capture attention. These points lead to three-fourths of sales to "just looking" customers.

**5. Window Displays:** Detailed suggestions for well-planned windows are supplied. Attractive windows stop the passerby and bring him into the store.

**6. Planned Advertising Schedules:** The plan sets forth value-proved advertising practices: how to make the

most profitable use of newspaper and other media and tie-ins with national advertising.

**7. Sales Personnel:** Suggestions for selection and training of sales personnel in the work clothing department. The original survey showed that unsuccessful dealers—even some of the successful—often placed in the work clothes department untrained persons. A work clothes customer usually becomes annoyed if the salesperson is unable to answer simple questions about garments.

**8. Work Clothes Locations:** The company salesman helps his dealer select the best location for this merchandise. Work clothes sell best when placed in the heaviest customer traffic, where men do not have to pass feminine displays and where the work clothing can be seen from a main store entrance.

**9. Lighting:** Specific suggestions on type and degree of stock lighting most agreeable to customers. They want lighting that permits examination of quality and colors. Special lighting can increase the attraction of "special" displays.

**10. Stock Fixtures:** Model fixtures are fully described in the plan. These can be stock fixtures or can be constructed to specifications provided by the dealer. Fixtures should make the best use of floor space, afford attractive display, with storage for reserve floor stocks, and add to the store's interior appearance. The company does not provide fixtures, but its salesmen, working with fixture problems, are prepared to offer counsel.

When the plan was complete, Mr. Williamson gave it a full year's trial run. Seventeen retailers in seven states, from New York to California, were chosen to cooperate in "pilot installations." Company salesmen

helped to install the plan, get records started, and assist in keeping them.

At the end of the year's trial there were sales results for comparison with each dealer's previous year's business in Williamson-Dickie clothes. There was an average gross increase in sales of \$5,558 a store, or 31%. But four of these stores did not show increases; two of them had changes of management during the trial year; another carried out a remodeling program that affected sales, and the fourth did not carry out the plan.

Figuring sales increases in the 13 stores that fully cooperated, the average per store was \$8,660, or 74% in volume, on the company brand alone. There was also an increase in sales of other work clothes. Higher volume meant a better profit margin.

These higher figures have not been used in presenting the plan to dealers, because the company is careful not to oversell it. Installing such a plan throughout the nation is a formidable task and has to be done piecemeal. In the first place, company salesmen have to be brought in for several days training at the school in Fort Worth. Paper work is extensive because the salesman assists the dealer in keeping records.

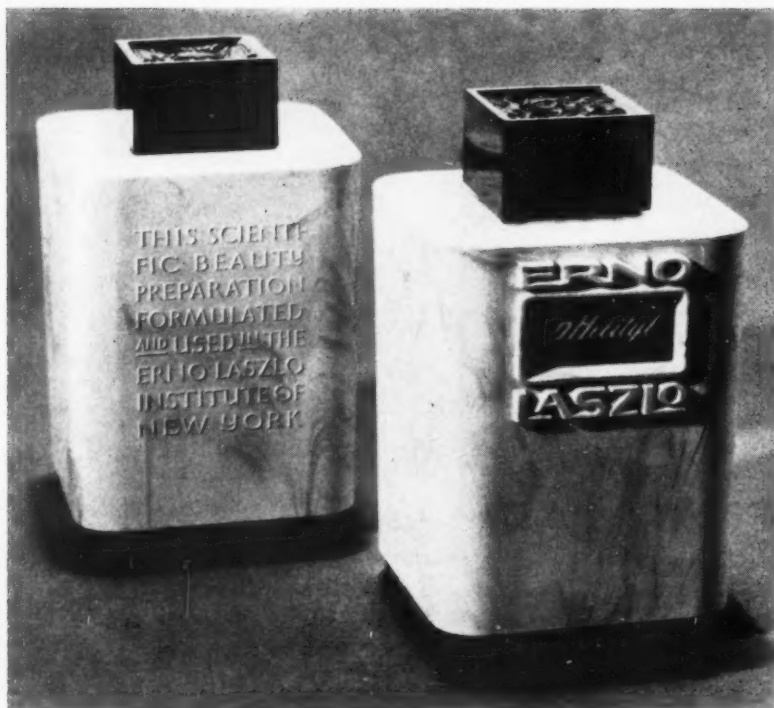
Once the salesman makes installations and starts to service accounts, he cannot cover so large a territory. Among other duties, he has to return regularly to each store on the date set for reordering.

Before a dealer installs the plan, he is required to qualify on at least six of the 10 points.

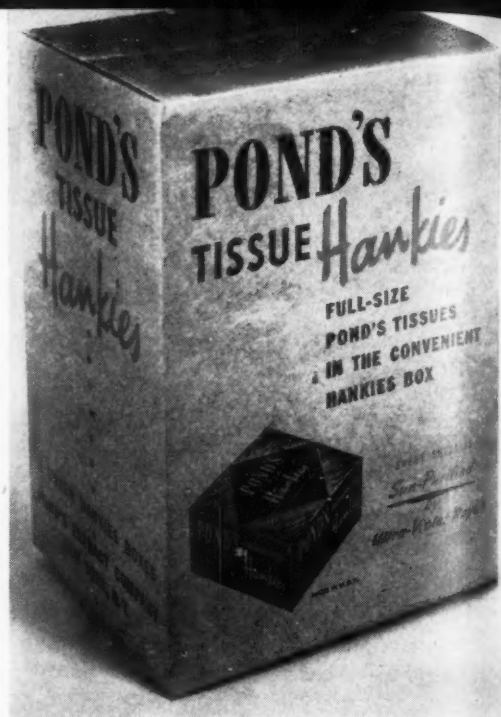
Installations were first made around headquarters, among more than 100 Texas dealers. By the first of this year the company was ready to extend the territory, sending a general sales representative to assist salesmen in the West, working out of Los Angeles. The plan will eventually become nation-wide.

The heart of the plan is to establish a "model stock" for each dealer. The company salesman keeps records for the dealer and after a time is able to show how better assortments can be carried without increasing inventory. Without control records, the dealer is completely at sea, with his inventory eating into profits.

The records also indicate "high" and "low" seasons. There are at least three times during a year when changes will be required in "model stocks" of work clothes. The first four or five months of the year are lowest in sales. The next four or five months are the season for peak sales, and then business tapers off the balance of the year.



**DIGNITY IN PLASTIC:** With these containers, plastic bows into quality cosmetic field, replacing glass. Something new in closures, too: rectangular, carved cameo cap snaps over a round, threaded closure. The Erno Laszlo cosmetics containers designed by Carl Otto. Closures: "Beetle" plastic, American Cyanamid Co., New York City.



**PACKED TO TRAVEL:** Matching entire family of Pond's Extract Co. products, this red and green shipping container, with "Hankies" boxes inside, advertises the product en route. Made by Robert Gair Co., Inc., New York City.

## Packaging to Sell

**PROTECTIVE POUCH:** Illustration of hand pressing into foam rubber portrays comfort—the appeal of this office chair cushion. Handling won't soil cushion—it's bagged in transparent Pliofilm. Cushion made by American Latex Products Corp.; package, Shellmar Products Corp., Mt. Vernon, Ohio.



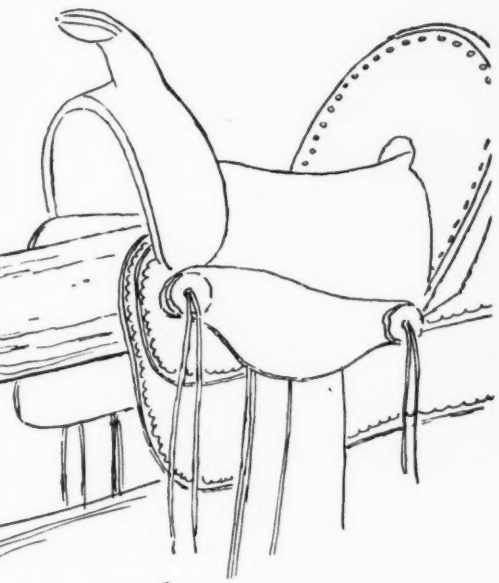
**SEE-THRU:** Product: door lock, accessories, Kwikset Locks, Inc. Package: cellophane, new to home building field and a practical way to solve the "go-with" problem. Customer can count screws and see the strike plate without removing 'em. By Shellmar Products Corp.





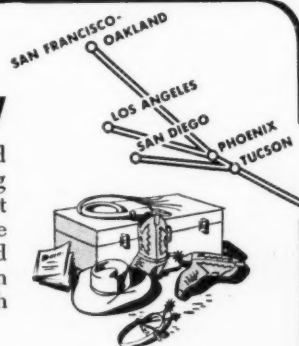


A steno at El Dude Ranchero  
 Complete with blue jeans and sombrero  
 Said "All this is grand,  
 But I'm short a hand,  
 Please airFREIGHT a gay caballero!"



## Shortages Filled by Overnight Delivery

Clothing firms, for instance, find Delta airFREIGHT a dollar-saving way of filling short stocks without overstocking. Whether you handle cowboy boots or Paris gowns, food products or machinery, you can replace inventories in the South overnight via Delta.

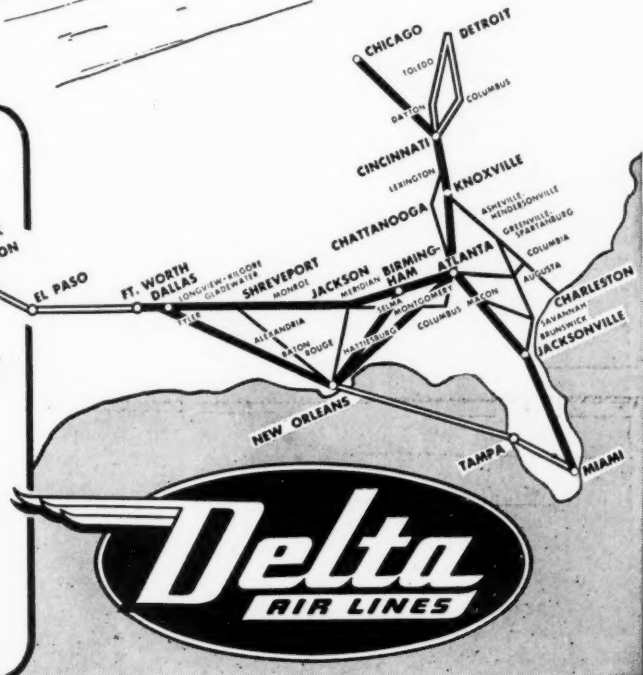


**FREE**

Write for booklet on flying freight savings. Address airFREIGHT Department, Delta Air Lines, Atlanta, Ga.

Typical rates per 100 lbs.

Chicago-Atlanta . . . .	\$6.55
Cincinnati-New Orleans	6.76
Dallas-Miami . . . . .	9.95
Knoxville-Fort Worth .	7.28



# People and their Ideas



GENERAL FOODS' COOK

## New Sales Jobs

The Hoover Co. has named **Oscar M. Mansager** vice-president, sales and **H. W. Hoover, Jr.**, v-p, field sales . . . Appointment of **William R. Johnson** as general sales manager has been announced by O-CEL-O, Inc. . . . **Ralph R. Riker** is new eastern s.m., Paint and Varnish Division, The Eagle-Picher Co. . . . **Ralph E. White** has been named director of federal government sales for Diebold, Inc. . . . Monarch Elevator and Machine Co. has a new v-p in charge of sales: **Walter H. Bade** . . . Appointment of **John E. Newlin, Jr.** as s.m., Steel Division, Henry Disston & Sons, Inc., has been made known . . . **Frederick Gardner** is new national s.m., Plastics Division, Plymouth Rubber Co., Inc. . . . Belmont Radio Corp. has announced the promotion of **William J. Helt** to general s.m. . . . Emerson Drug Co. has a new s.m. He's **Leslie E. Parkhurst** . . . **James W. Taylor** has been placed in charge of bag sales for Kraft



DIEBOLD'S KOONTZ

Bag Corp. . . . **C. W. Cook** has been promoted to sales and advertising manager, General Foods Maxwell House Division . . . **James J. Slattery** has been elected v-p and general s.m., General Electric Appliances, Inc. . . . New commercial s.m., Radio Communications Division, Bendix Aviation Corp., is **R. B. Barnhill** . . . **O. B. Wilson** has been made field s.m., Industrial Division, Minneapolis-Honeywell Regulator Co. . . . New v-p in charge of sales and advertising, White Rock Corp., is **Thomas G. Prosser** . . . **Charles W. Schreiber** has been named general s.m., Yawman and Erbe Manufacturing Co.

## ... and other executive appointments

Promotion of **Alan H. Redpath** to the newly-created post of merchandising manager of all Minnesota Mining & Manufacturing Co. tape products has been announced . . . **George Spinnler** is new president of Richard E. Thibaut, Inc. . . . Dennison Manufacturing Co. also has a new president: **John S. Keir** . . . **Stanley J. Stephenson** is the new merchandise manager of household refrigeration for Westinghouse Electric Appliance Division . . . New marketing manager of the G-E Room Cooler Department is **R. Dail Moore** . . . **Michael A. Brown, Jr.** is the new sales promotion manager, Rayonier, Inc. . . . **Fritz Neilson** is now sales promotion manager, Arkansas Rice Growers Cooperative Association . . . Two new v-p's have been announced by Vick Chemical Co. They are **J. Walter Lovatt** and **R. S. Fitch** . . . Follansbee Steel Corp. announces the appointment of **A. L. Veverka** as sales promotion and ad manager . . . **Fred A. Lyman** has been promoted to the newly-formed post of national merchandise manager, Receiver Sales Division, Allen B. Du Mont Laboratories, Inc. . . . **Robert J. Franklin** has been named advertising manager, Edward & John Burke, Ltd., brewers of Guinness Stout and Burke's Ale . . . New v-p in charge of government contracts for Stromberg-Carlson Co. is **Sidney R. Curtis** . . . **Charles M. Soroka** has been named advertising and sales promotion manager, Barclay Manufacturing Co. . . . **Raymond C. Koontz** has been named president of Diebold, Inc. . . . **E. D. Peck** is the new v-p in charge of Pittsburgh Plate Glass Company's Paint Division . . . **Paul R. Nelson** has joined The Birge Co., Inc., as director of merchandising.



MINNEAPOLIS-HONEYWELL'S WILSON

## What the Doctor Ordered

Said **Harold W. Sweatt** (see page 29), president, Minneapolis-Honeywell Regulator Co., before the Sales Managers Association of Philadelphia: "In 1940, 2,905,000 people were engaged, in one capacity or another, in sales work. In 1950, just 10 years later, this number was 3,740,000, an increase of nearly 30%. How much higher this figure will go is impossible to say. But what we can say is, that numbers alone will not be the answer to the continued growth, prosperity and security of America. What every company needs is inspired, creative selling."



YAWMAN AND ERBE'S SCHREIBER

## Experience: Still the Best Teacher

"In searching for solutions to the problems that confront the distributor there is, I believe, no substitute for the judgment and perspective gained through first-hand selling experience," said **Samuel J. Silberman**, president, Consolidated Cigar Corp., before the National Association of Tobacco Distributors.

# Want to do something about the high cost of selling?



## Maybe your Production Manager has the clue

If you think *sales* costs have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's *he* going to get costs down?

You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

### **The Sales Manager has the same sort of opportunity to reduce sales costs**

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? Let the printed word do more of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio — *all* means of transmitting sales information to prospects and customers — are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

**You take one step at a time;  
one product at a time;  
in one market at a time; like this:**

1. Review *all* the specifying and buying

influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—for sure—*what* they think and *why* they think it?)

3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.

4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

### **That's how to get the kind of advertising that helps cut sales costs**

"Ditch-Digging" Advertising," we call it. First it digs out what your prospects want to know before they'll buy; then it rolls up its sleeves and digs for sales in the most fertile fields for your product. This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

## The SCHUYLER HOPPER Co.

"'Ditch-digging' advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N. Y. • LEXINGTON 2-3135





# A NEW UNIQUE SERVICE SELLING BIGGEST MARKET OF NEW CUSTOMERS!!

Worth \$400,000,000 in Food Sales a Year!

## Modern Romances Announces "Happy Homemaking"

### THE ONLY PROMOTION OF ITS KIND

For the first time, advertisers can reach America's most important customer—the new housewife—the bride just back from her honeymoon, ready to start buying for her new household. Never before has this opportunity been available.

Now it is—through "Happy Homemaking", a service designed especially for the newly-married homemaker by the editors of Modern Romances, which already provides America's Youngest Married Woman Audience.

Crammed with household hints, cooking tips, homemaking helps, the "Happy Homemaking" brochure will be mailed to 500,000 brides a year, 30 days after marriage—starting with June 1952 brides.

Every bride in the Class A food and household market areas will be covered, and this represents the top third of U. S. brides.

"Happy Homemaking" will help the bride with her new home management problems. It will be a service she will use constantly.

"Happy Homemaking" will recommend the fine products of Modern Romances' food and household advertisers, who already know the importance of selling the young married market. There will be no advertising in "Happy Homemaking", but it will be exclusive for the use of Modern Romances advertisers.

There will also be a page in "Happy Homemaking" listing special offers—redemption coupons, recipe booklets, etc.—of Modern Romances advertisers.

And Modern Romances each month, will give America's leading food retailers new information on the vast young married market—with news of how leading food manufacturers are building sales for them in this market.

★ ★ ★

Over 17,000,000 new families have been started in the past 10 years, and fully one-fourth of all American families are less than five years old. Modern Romances reaches the heart of this young family market with its 3,000,000 young women readers.

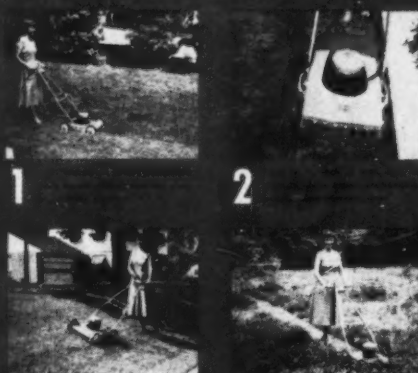
And Modern Romances' "Happy Homemaking" promotion will provide the food advertiser with the cream of the newest customers of all—the "just-marrieds", as they start to buy for their new households.

Sell them first—and keep them sold—with Modern Romances, America's Youngest Married Woman Audience.

# HUFFY MOWER

Now lawn cutting  
is FUN with

## ROTARY



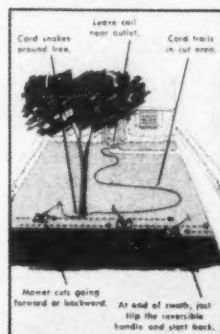
3 4  
**ECONOMICAL TOO**

\$  \$

HELP PEOPLE TO SELL THEMSELVES: To each Huffy Mower (The Huffman Manufacturing Co., Dayton) is attached a 9" x 12" manila envelope, with easy-to-follow instructions inside. But the covers are outstanding in that they do a real selling job. They are insurance against the indifferent or ignorant salesperson. This is the front of the envelope; on the reverse are reasons why women like the Huffy, why men like the Huffy.

Here's a New  
Simple Way to  
Mow Your Lawn  
with FLIP-OVER  
HANDLE and  
"CORD CONTROL"

With Huffy, you just plug in the cord anywhere, push a button and you are ready to go. Mow away from the house and let the cord trail in the cut area. Exclusive "Cord Control" keeps the cord completely out of the way. No "turn-around" trouble at the end of a row. Just flip the reversible handle and start back. Huffy cuts going either direction. Trees and bushes are no problem, cord snakes around them easily.



**Nationally  
Advertised  
Completely  
Guaranteed**

### 96. "You're Just Paying for Advertising"

Willis Rexall Drug Co.  
Milwaukee, Wis.

"Bayer's Aspirin," I told the pharmacist. "The 100-tablet bottle."

"Try our Rexall aspirin," he said. "Here's a bottle here. You'll save 21 cents."

The pharmacist handed me a bottle of Rexall aspirin from a display prominently arrayed on the counter. There were no Bayer's in sight.

"But I think I'd better get Bayer's," I said.

"Aspirin is aspirin, no matter what brand," he said. "Here, if you don't want Rexall, we've got St. Joseph's, too. That's the same price."

"You're just paying for advertising

when you buy Bayer's. All aspirin have to meet federal regulations, and they're all the same. There can't be any difference.

"But my wife wants Bayer's," I insisted.

Reluctantly, he took a 100-tablet bottle from a drawer behind the counter and gave it to me. "I was just trying to save you a little money," he explained.

### 97. The Phony Demonstration

City Sewing Center  
Milwaukee, Wis.

My wife needed a new sewing machine, but didn't want to spend too much for it. The newspaper advertisement for a rebuilt Singer ap-

peared to be just the answer.

She telephoned the City Sewing Center and was told that a salesman would stop in that day. He brought a rebuilt machine with him, and started to demonstrate. The demonstration was anything but impressive.

"This, you understand, is an old machine, and it won't last," the salesman said.

"Notice how it jumps. And it won't sew heavy clothing."

"My advice," he continued, "is that you buy one of our new machines. We sell the Universal which is just as good as the Singer. It just so happens that I have one in the car."

He brought the machine into the house and demonstrated it, pointing out all the time that it was "just as good as a new Singer," and certainly much better than the rebuilt one.

"We happen to have a special on this today," he said. "The price is usually \$169.50, but we are selling it today for \$149.50. That's less than a new Singer would cost you and it's every bit as good a machine."

My wife bought neither the rebuilt Singer nor the new Universal. That was about three months ago, and the Better Business Bureau has since taken a hand. The Bureau had had other complaints, we were told. The rebuilt machine was just a come-on, but now the company has promised to change its sales tactics.

### 98. Patience Wins over Indifference

Gimbel Bros., Arnold Constable & Co., New York City

It was seven-thirty on Thursday evening when I found myself frantically rummaging through racks of ski clothes at Gimbel Bros., looking for a ski suit I needed to wear on my first skiing expedition. I had tried half a dozen varieties of ski suits, in as many stores, and the effect was shattering. While I did not expect to parallel the tall, slender girl in the ads, I was quite unprepared for the over-all sagging, wretched effect. It was, I thought, appalling enough that I did not know the front end of a ski from the back — without having to look that way.

I was ready to chuck the whole project when I came across a navy-blue, red-lined ski suit that seemed to me most attractive. It was, I recognized, a White Mountain suit (price \$35) that I had seen, and liked, in another store which did not have in stock any small sizes. The ski shop was crowded and I waited a short while before a salesgirl was



"Here's a refrigerator I want to see...I'll find who handles it in the 'yellow pages'."



"That battery commercial reminds me! Where's the Classified?"



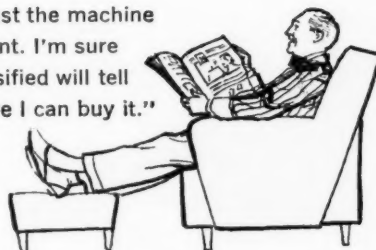
"Bet the Classified will tell me where I can look at this furnace."



"What a wonderful range! I must look in the 'yellow pages' to find who sells it."

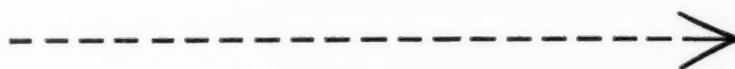


"Here's just the machine tool I want. I'm sure the Classified will tell me where I can buy it."



Is your product handled through selective outlets? Then tell your prospects who sells it...

...in the 'YELLOW PAGES' of the Telephone Directory



FOR FURTHER INFORMATION, CALL YOUR LOCAL TELEPHONE BUSINESS OFFICE OR SEE THE LATEST ISSUE OF STANDARD RATE AND DATA.



For factual information on the Detroit Market—write to the Promotional and Research Department.

459,808

highest weekday circulation of any Detroit newspaper.

565,718

highest Sunday trading area circulation.

A. B. C. figures for 6-month period ending September 30, 1951

**The Detroit News**  
THE HOME NEWSPAPER



**The Courier-Journal**  
**THE LOUISVILLE TIMES**

Owners and operators of  
Station WHAS and Station WHAS TV  
364,123 DAILY • 293,426 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

free. "I'd like to try this," I said, "but I think it looks a bit small for me. I take a size 12 suit. Do you think the same size will be all right in a ski suit?"

"Should be," was the disinterested reply, and I was shown into a fitting room.

The salesgirl gave me her number and left me to struggle with the suit. For about 10 minutes I paraded before the mirror; the front view seemed satisfactory, but I was doubtful about the tight fit in back. When the salesgirl reappeared, I mentioned this to her. "Only have that one suit in size 12," she retorted, and ducked out again.

I then taxied over to Arnold Constable & Co. and, luckily, found there the identical ski suit (although slightly higher price: \$38) in sizes 12 and 14. Elated, I mentally tore up the card of the Gimbel's salesgirl. Although the several salesgirls in this department were busy, one of them came over to me, asked if I would be seated, and told me she would be with me shortly. When she was free, I explained my doubts about fit in the suit I had selected, and told her I would like to try both sizes. The salesgirl put me at ease as I slipped into the size 12 jacket by talking about the fun that was in store for me in my first ski attempt. It appeared that she had for many years been skiing regularly. Her manner was warm, personal, interested. She showed no awareness of the fact that it was near closing time—and when she questioned, "You don't expect to wear anything under that suit, do you?" I had confidence in her judgment. Nevertheless, the size 14 disappointed me. It looked, I thought, baggier than the size 12. The saleswoman patiently pointed to my packages. "Ski accessories? Do you have a sweater? Why not try it under the jacket?" I did—and was convinced that I would need the larger size. She then suggested that I put on my ski socks (pointing out the advantages of wearing them under the ski pants), gloves and hat, so as to get the feeling of being dressed for skiing. She threw in some helpful instructions about holding ski poles. I liked the complete picture.

I was sold—almost. But I had seen another attractive suit outside—a much more expensive suit—in size 12, and I thought I would like to try that. "I'd much rather not sell you a suit, than sell you one that is an improper fit. It would mar your skiing pleasure," she replied. At that, I told her to write up the sale and looked once more, pleased, into the

mirror. She had not only sold me a suit . . . she had given me confidence in the wearing of it.

## 99. Clerk Indifference

**Bartell's Drug Store**  
5th & Pine, Seattle, Wash.

I came into store to buy razor blades. Looked all around, expecting display, but could find none, even at cash registers. I asked a salesgirl: "Where do you keep your razor blades?"

"Right here. Double or single edge?"

"Double edge. What do you have?"

"Gillette and Silver Star."

"What's good?"

"Well, some like Gillettes, some like Silver Star."

I hesitated. No blades were in sight and the salesgirl did not bring out either package for identification. She said: "We have Gillettes in a 98c package and a 49c package," and waited for me to order. I said, "Do you have Red Gillettes?" (the thin blades, which I use normally).

"Ten for 25c," the salesgirl replied, still with the air of waiting for the customer to make the decision, and still not showing a package—it was oral selling.

I took the Red Gillettes, and at that point the salesgirl reached into a shelf on the counter, sort of back of a row of products on display, and pulled out the package. That was the sale, and nothing more was said.

## 100. This Is Real Selling

**Jewelry Department, the Dayton Co., Minneapolis, Minn.**

The half dozen salespeople in a small department were swamped by a crowd of shoppers buying men's jewelry and incidentals. To a middle-aged salesman I explained that I was a non-smoker who wanted a cigarette lighter or two for use as gifts. What did he suggest?

He brought out two trays of gleaming lighters.

"This is an Ascot," he explained, holding up a rectangular number. "You've probably heard about it. It is nationally advertised. The company which makes the Ascot also makes the Gem razor."

He explained the lighter had an extra-long flint: "They advertise it as the year-long flint." It was a nice shape, he said, for slipping into a vest pocket. The price was \$7.50.

I said the friends I had in mind were outdoors quite a bit of the time.

"Then you want a Zippo," he said, slipping a lighter from the second



**101 SAFEWAY STORES**

select the

## Oregonian for Biggest Food Promotion in Oregon History!

**SAFEWAY**... Portland's largest food retailer... and largest food advertiser... recently used **THE OREGONIAN** exclusively for the biggest food promotion in Northwest history... a 30-page Anniversary Edition in **THE OREGONIAN** only! Safeway sought... and got, with **The Oregonian**... greater coverage of Oregon homes and greater readership by Women. Sales results were a spectacular success!

To increase **YOUR** food product sales strength among Safeway customers, plus high-buying shoppers in all Oregon Market grocery stores, **USE THE OREGONIAN**. It's **FIRST** in the number of advertising grocery stores who *move your product!*

More support for your product...  
by more grocers...  
to more readers in

Represented Nationally by:  
**MOLONEY, REGAN & SCHMITT, Inc.**

**the Oregonian**

PORTLAND, OREGON

LARGEST CIRCULATION IN THE PACIFIC NORTHWEST

**222,562 DAILY 278,376 SUNDAY**



# Unquestioned QUAD-CITY

Davenport, Iowa; Rock Island, Moline, East Moline, Ill.

## Leaders in National Lineage



DAVENPORT NEWSPAPERS — 4,207,378



NEWSPAPER A — 1,654,184



NEWSPAPER B — 1,648,024

1951 FIGURES

## Use the Davenport Newspapers

- ONLY THESE NEWSPAPERS PROVIDE HOME-DELIVERED CIRCULATION THROUGHOUT THE QUAD-CITIES!
- THE ONLY QUAD-CITY NEWSPAPERS WITH RUN-OF-PRESS COLOR\* AND COLOR COMICS — FURTHER PROOF OF UNQUESTIONED LEADERSHIP!

\*Available for the past ten years

**MORNING  
DEMOCRAT**

*Evening*  
**DAILY TIMES**

*Sunday*  
**DEMOCRAT & TIMES**

*Serving the Quad - Cities of*  
DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS  
HEADQUARTERS: DAVENPORT, IOWA

*Represented Nationally by* JANN & KELLEY, INC.

tray. "Nothing better. You know, they were bought by the millions by servicemen during the war. They light in the wind, and there is nothing that matches the model which has the pull-up windshield."

The model he held had a pheasant emblazoned on the back. There were others with ducks and other game life. The price was the same—\$7.50.

I told him I thought that was a bit high for a Zippo, that I thought I had seen them advertised for \$3.50.

"Yes, indeed," he said, returning with two more lighters. "There is this model for \$3.50 and this one for \$4. They are machine-tooled — not quite as smooth looking possibly as some of the other models, but very acceptable lighters."

I asked him what lighter he personally used. He said he smoked little, that he favored a pipe, and that he found a Zippo lighter better for a pipe, because it threw a sizable flame.

I bought a Zippo—one with the ducks on the back.

\* \* \*

Editor's Note: With this installment we close out "Adventures in Shopping" as a regular first-of-the-month feature. The 100 examples are, we feel, fairly representative of the type of behind-the-counter selling which is to be found in all types of stores other than self-service. The ratio is about 70% poor or indifferent selling to 30% which is helpful either to the customer or to the maker of the merchandise.

In their own defense, manufacturers must invest more heavily in *merchandising* aids and service through such methods as:

1. Point-of-purchase displays.
2. Retail sales training booklets and courses.
3. Use of their advertising in merchandising papers to pass on selling tips and information.
4. "Fact" tags and booklets on the merchandise.
5. Using their salesmen to show salespeople how to sell the product and to make them want to sell it.

More Effective... More SELlective



Every HAIRE Trade Paper  
is "TOPS" in its trade

1170 Broadway • New York 1, N. Y.

SALES MANAGEMENT

# Traced BY **DICK TRACY**



On the afternoon of Lincoln's Birthday, Feb. 12, in the Lexington-125th St. subway station in Manhattan, a girl high school student was jostled by the crowd . . . thought she struck her head against a guard rail.

About eight o'clock that night, in the Hunt's Point station in the Bronx, a transit policeman found her . . . frightened, dazed, unable to recall her name or where she lived. The officer took her to the Simpson Street police station.

For two hours detectives tried to establish her identity, without results. Finally she said "I think I saw my name in a paper, something in a comic strip." She didn't know which paper.

Detective Roy Nunes picked up *The News*, showed her the comics, one by one. At the Dick Tracy strip, her face lightened up . . . "I think that's it, but my name has an E in it."

The Bronx phone book lists fifteen Traceys (with an E). On his tenth call, the detective found Veronica Tracey's name, family and home at 702 E. 134 St., Bronx, and took her there.



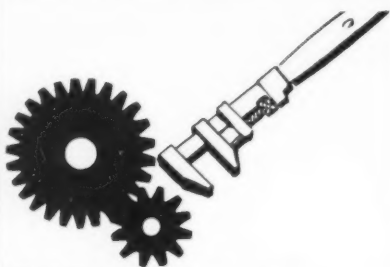
"We couldn't figure it out," said Detective Nunes modestly. "You have to hand it to Tracy!"

**F**INDING HOMES is nothing new for *The News*. Any New York retailer knows that *The News* every day finds tens of thousands of homes for good merchandise of all kinds, in all brackets.

*The News* is New York's home newspaper. With more than 2,100,000 circulation (daily) it reaches seven out of ten New York City homes, finds more customers, more easily, and more cheaply, than any other sales medium on earth!

If you're looking for homes for your goods or services, you can't miss in *The News* (with an E). In case you forget, ask anybody in New York for the paper with the most readers. Or ask any merchant for the paper which brings in the most business! . . . Or just ask *The News* advertising department, MU 2-1234!





## Public Opinion can hurt your business, too!

It takes only a little distortion of facts to put your business in a very bad light. And there are many who delight in throwing a monkey wrench into the American economy.

Why don't you give truth the advantage? Present the facts, first, to people who influence public opinion in every community in America.

Tell your story to the public school teachers and school administrators who guide the attitudes and beliefs of more than 26,000,000 youngsters . . . and whose influence extends beyond the classroom to millions of parents and other adults.

You reach more teachers in the 44 State Teachers Magazines. Total circulation is 839,934. Get the complete story in free folder, "My Teacher Says. . ." Write for it, to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.



Year after year, more NATIONAL ADVERTISERS are adding THE BAYONNE TIMES to their Newspaper Schedule . . . word is getting around that—

**"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"**

**THE BAYONNE TIMES**

NATIONALLY REPRESENTED BY  
BOGNER & MARTIN

**Coming in  
Sales Management**

**13 Ways Business Can Lend a  
Practical Hand to Colleges**

# Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives

## What Are You Getting for Your Printing Dollar?

Believing that a practical set of suggestions for getting a greater return out of the printing dollar would be welcomed by buyers and printers alike, Kimberly-Clark Corp. has published a booklet written by practical printers and buyers. It is not a textbook on printing. Neither is it a comprehensive guidebook on all details of graphic arts . . . It is an attempt to show the average user and buyer what general procedures he can follow to avoid excessive cost and inefficiency in planning and purchasing printing. It includes information on the ABC's of printing, preliminary planning, format, copy, layout and art, photography, composition, plates, paper, lock-up and presswork, binding and finishing. Write to Frank Blake, Advertising Manager, Kimberly-Clark Corp., Neenah, Wis.

## The Market Areas of The Charlotte Observer:

A booklet which outlines Charlotte, N. C., newspaper coverage in 164 cities and towns in the "Charlotte Observerland" market, as well as by counties. It's a market area comprising 36 North and South Carolina counties which contain 1,728,860 population (1950) and \$955,394,000 of retail sales (1948). SALES MANAGEMENT'S 1950 retail sales estimate is \$1,112,599,000. Two out of three "preferred" families in this large eastern U. S. market between Richmond and Atlanta read *The Charlotte Observer* daily and Sunday. The 164 "Observer Cities" have a combined population of 658,907 and a combined retail sales volume of \$889,173,000 (1948) or 93.1% of the "Observerland" market total. The equivalent SALES MANAGEMENT estimate for 1950 is \$1,035,830,000. *Observer* Cities "preferred" families have an average retail sales of \$5,018 per family (1948)—which is more than double the North and South Carolina

average and is 68% above the U. S. average retail sales per family. Write to C. W. Neagle, National Advertising Manager, *The Charlotte Observer*, Charlotte, N. C., or to any office of Sawyer-Ferguson-Walker Co., the *Observer's* national representatives.

## Salesmen in Worcester at No Extra Cost:

A booklet put out by *The Worcester Telegram-Gazette*, which presents a plan under which your product advertising in that newspaper puts as many as 25 extra salesmen to work, at no extra cost. It tells how to capture consumer acceptance of 160,000 families in the Worcester market—\$541,417,000 retail sales—and how to gain retailer cooperation. It gives actual examples of the plan in action: operating for advertisers of drugs, drug sundries, cosmetics, etc., grocery products, fountain pens, watches, silverware, gift items, etc., soft drinks, beer, ale and wine, TV sets, radios, refrigerators and electrical appliances, and automotive products. Write Frank Twiss, Sales Manager, *The Worcester Telegram-Gazette*, Worcester, Mass.

## Catalog Services . . . Market-Specialized for Industrial and Construction Fields:

A booklet explaining the specialized services available through Sweet's Catalog Service. They fall in three categories: (1) catalog design (content and format); (2) catalog production (mechanical work and printing); (3) catalog distribution (individual or pre-filed). It defines the markets served (manufacturers whose products are marketed nationally in the manufacturing and construction fields): functions of buying group, individual specifying and buying factors, minimum qualifications, number of offices, etc. Write to L. V. Brooks, Advertising Manager, Sweet's Catalog Service, Division of F. W. Dodge Corp., 119 West 40th St., New York 18, N. Y.

SALES MANAGEMENT



# its Field in 1952

**FIRST** in subscriptions  
direct from the subscriber

PERCENTAGE OF SUBSCRIPTIONS  
"BY MAIL DIRECT TO PUBLISHER"

	First 6 Months 1951	Full Year 1951
<b>U.S. NEWS &amp; WORLD REPORT</b>	85.1%	84.9%
<b>TIME</b>	73.2%	76.1%
<b>FORTUNE</b>	66.7%	70.8%
<b>NEWSWEEK</b>	59.2%	56.6%
<b>BUSINESS WEEK</b>	52.7%	49.7%
<b>NATION'S BUSINESS</b>	0.3%	0.3%

Based on Statements of Audit Bureau of Circulations.

## FIRST CHOICE WITH ITS READERS

A non-duplicated market for the advertiser

90%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	<b>BUSINESS WEEK</b>
86%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	<b>NEWSWEEK</b>
91%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	<b>NATION'S BUSINESS</b>
73%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	<b>TIME</b>
91%	of "U.S. NEWS & WORLD REPORT" subscribers do not subscribe to	<b>FORTUNE</b>

Based on a survey conducted by the independent research organization, Benson & Benson, of Princeton, New Jersey.

*The weekly magazine of essential news*



**Magazine**

**500,000 net paid mark**

# When Sales Chiefs Take Government Posts

How many sales executives hold responsible positions in mobilization agencies? How do they feel about their work? How do their fellow bureaucrats rate their business ability?

BY JEROME SHOENFELD • Washington Editor

Nobody, so far, has gotten around to organizing a Government branch of National Sales Executives, Inc. The personnel files of OPS, NPA and the rest of the newer agencies, though, disclose lots of eligible members. Sales managers are in many key posts. Let's identify some of them by their positions in private companies and their current Defense Production

Administration or National Production Authority assignments:

Frederic Arden, director of market research, Mathieson Chemical Corp.: Chemicals Branch.

Paul B. Andrews, assistant sales manager, Revere Copper & Brass, Inc.: Copper Division. (He succeeded Joseph W. Mullally, manager of utility sales for Anaconda, who took a higher NPA post.)

Nigel H. Bell, vice-president, sales,

Sterling Windows, Inc.: Light Metals Division.

Eugene F. Bertrand, sales manager, Drug Division, Owens-Illinois Glass Co.: Regional Co-ordinator for DPA.

Harold J. Carr, vice-president, sales, Owens-Illinois Glass Co.: Container Consultant.

Bonnel W. Clark, retired vice-president, sales, Westinghouse Electric Corp.: Electric Equipment Division.

Robert de S. Couch, packaging expert at General Foods Corp.: Containers Division.

Herbert Johnson, assistant vice-president, sales, Jones & Laughlin Steel Corp.: Steel Division.

John E. Franzen, manager sales research, Hammermill Paper Co.: Paper Division.

John W. Maloney, vice-president, sales, Hoberg Paper Mills: Paper Division.

Morris V. Rosenbloom, vice-president, sales, Diamond Productions, Inc.: Assistant DPA Administrator.

Charles J. Haring, sales manager, J. D. Adams Manufacturing Co.: Construction Machinery Division.

Neal Higgins, sales executive, International Harvester Co.: Construction and Mining Machinery Division.

Harry J. Holbrook, Borg-Warner Corp.: Consumer Durable Goods.

David T. Marvel, sales manager, metals, Olin Industries, Inc.: DPA Representative to International Materials Conference.

J. A. Milling, vice-president, RCA Service Co.: Electronics Division.

Frank Mussell, eastern territory manager, Allis-Chalmers Manufacturing Co.: Tractor Division, Agricultural Machinery Division.

## It's Easier to Sell in NEW YORK CITY from stocks in the city

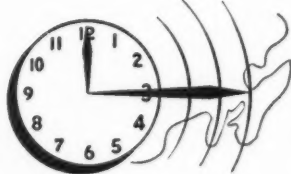
GET SPOT-STOCK SERVICE FROM:



**5** LEHIGH  
WAREHOUSES



**43** TRUCK  
LEHIGH FLEET



**24** HOUR 50-MILE  
DELIVERIES

Make sales orders stick... give your men the edge of selling a full line on hand for next morning delivery. Get details today of Lehigh's warehouse-distribution service for sales efficiency.

WRITE, WIRE OR PHONE

**LEHIGH WAREHOUSE  
& TRANSPORTATION CO.**

Telephones: (NY) Rector 2-3338 (NJ) Bigelow 3-7200  
102 Frelinghuysen Ave. Newark 5, New Jersey



### Who's Who in OPS

There's also a hefty list of sales managers who went home. Personnel files of OPS also show that many sales managers have served in this agency. These men are listed in the current directory:

C. E. Carpenter, sales manager, Container Corporation of America: Paper-board Products Section.

Loring T. Cramer, sales manager, Continental Oil Co.: Petroleum Branch.

Lester A. Ferguson, sales manager, TV and Appliances, Hecht Co. (DC department store): Furniture Section.

Charles M. Gilbert, sales representative: Hardware Section.

Philip Hummel, general sales manager, Butler Brothers: Textile Wholesale Section.

Joseph N. Kallick, merchandise manager, Spiegel, Inc.: Consumer Soft Goods.

Walter Kirby, division manager sales, American Stove Co.: Major Appliances.

Andrew M. McBurney, sales manager, Oxford Paper Co.: Pulp and Paper Division.

Irving Lyle Milton, sales manager, Commercial Department, General Electric Supply Corp.

Hubert H. Peterson, President, Armstrong Motors (DC Hudson distributor): Tire Section.

Wilbur K. Tattersall, assistant sales manager, Wellington Sears Co.: Cotton Section.

Howard D. Wade, assistant sales manager, Mohawk Carpet Mills, Inc.: Floor Coverings.

Russell DeBow, sales manager, *Chicago Defender*; Assistant to Administrator.

William P. Drake, director sales, Graselli Chemical Division, E. I. du Pont de Nemours & Co. (Inc.); Rubber Division.

Ernest W. Heilman, manager, sales and service, A. G. Spaulding & Bros., Inc.; Consumer Goods Division.

Since controls were set up, businessmen have been coming to Washington for six-month stints as government officials, many staying on longer. If you're fated to take such a post—allocating a material or enforcing a price ceiling—how well can you expect to get on in an unfamiliar environment of regulations, clearances and interpretations? Based on the experience of others, how well are you likely to perform?

The question draws a more cheerful account from a top administrator or personnel man than from a fellow businessman or from a government lawyer. The business and the career government employees, you'll be assured, gratefully applaud each other's peculiar contributions to government.

As you go around among the staff, asking what they think of each other, you get two kinds of responses. There's grudging toleration, as of a necessary evil, and there's attack. A lawyer who enthusiastically told you

that the businessmen in his agency were doing a first-rate job, which nobody could duplicate, almost certainly would in some way be responsible for having hired them. Nor will you find businessmen glowing with praise for their professional colleagues. They put up with them.

### A Kind Word

An agency economist, in the tone of one being consciously broadminded, offered this circumspect praise:

"It's often the sales manager who thinks up a useful gimmick. For instance, a company making several products can now combine its allotments. It can use its material as it pleases. It took a sales manager to see that demand changes from one product to another and that we'd have to let companies shift. At first, we all opposed the idea."

But the great trouble, according to him, is that businessmen remain businessmen after they've declared themselves government officials. They plead for their own industries, sometimes to the detriment of Defense or of other industries. A company man wants it to get around in the trade, to which he'll return, that he's con-

tinually taking strong stands against the bureaucrats. He's almost a congressman facing constituents.

A lawyer who had taken leave of his private corporate practice would concede nothing to businessmen and especially to sales managers. Blithely, he charged a universal "lack of integrity" among them. They want to please their own companies and to find new friends among competitors or customers. In contrast, lawyers know that they won't find future clients by being soft but only by being good lawyers, carrying out their present obligations. If you have to have businessmen at all, at least you should look for those who know production costs and how they change. Sales managers, he claims, don't.

Finally, the Anti-Trust Division keeps up what amounts to a running battle. Its chief, H. G. Morrison, testifying before a Congressional Committee, was asked whether sales managers make good.

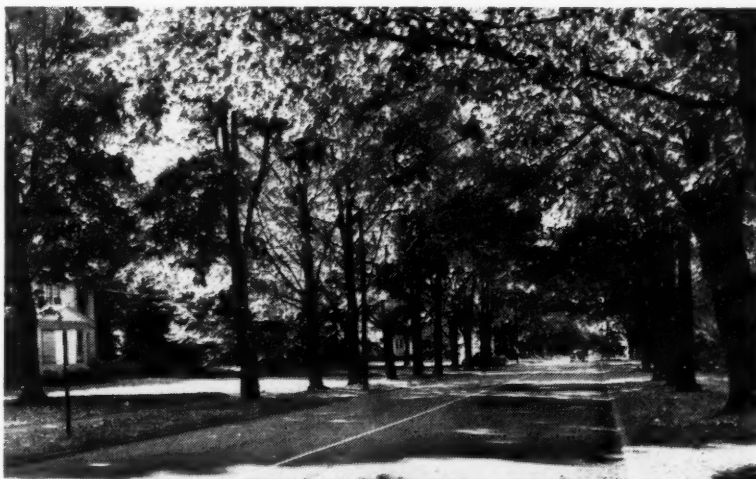
"Well, I think I could best answer that by drawing on my experience in World War II. I know that a year and a half of experience built up from OPS into the War Production Board, they found out early in the game that it was fairly easy to get sales managers, because in a pretty

## NEWS COVERAGE of Localities in the Buffalo Market

### Hamburg for instance:

Hamburg, a residential village that is home to many executives in the steel industry, has a population of 6936 people. Its Buffalo Evening News circulation is 3091 daily.

SELL THE NEWS READERS  
AND YOU SELL  
THE WHOLE BUFFALO MARKET



## BUFFALO EVENING NEWS

EDWARD H. BUTLER  
Editor and Publisher

KELLY-SMITH CO.  
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

MAY 1, 1952

49



tight market salesmen were a dime a dozen and not needed, but they soon found out that they had the kind of talent they did not want because those people did not have the kind of intimate knowledge of the industry that they needed to properly perform the government function. And, secondly, you find, of course, these men are in a terrible plight because of their interest as salesmen. They are constantly—if they are going to be extremely honest—in the position of having to lean over backward for fear somebody will demonstrate that they

are favoring, in allocations and so forth, their own companies." (Morrison corrected "companies" to "customers" in response to a question.)

At least, Morrison did concede that sales managers might sometimes "lean over backward," which is more than you'd get from other government men, when they are talking over the record. So, for a man who likes to get on with the people around him, Washington doesn't seem inviting.

### Less In-fighting Now

Bad as it sounds, the atmosphere is harmonious and sweet compared with that of World War II. At least nobody nowadays sounds off until he's asked; during the war, you didn't have to ask. In WPB, remember, there were two organizations: one, headed by Donald Nelson, devising top policy; the other, headed by Charles E. Wilson, running the controls. Although there were businessmen, many of them, in both camps, it was Wilson's that somehow became identified with "Business," as contrasted with the Patriotism, Social Conscience, etc., next door.

The publicity men, like almost everybody else in the Agency, took sides. When something went wrong, a Nelson man, almost as a matter of course, tipped the newsmen that it was the fault of Wilson who, it later would develop, knew nothing about it: that he had become a Nelson man by assignment, not choice, made no difference. The Nelson vs. Wilson myth, in terms of which almost everything in the Agency was lazily interpreted, finally drove out both men.

Nowadays, animosity is in a lower pitch. Slight differences over the wording of a regulation no longer are dramatized as great clashes of opposed interest. If you don't ask, you won't hear about them; during the war, you couldn't keep the information away. The things people say about each other (only behind backs) aren't much worse than you sometimes hear in a business office. Of course, embittered expression diminishes with rank: Those near the top, whatever their background, uniformly praise all classes of employees.

From the welter of talk you collect, you can draw some tentative conclusions about where sales managers fit in best and where not quite so well: First of all, it's clear—completely so—that the controlling agencies need businessmen. There have to be people who know just what materials and components enter into a given product and when, how they

are purchased, how assembled and at what costs. Having enlisted businessmen, how can the agencies most advantageously put them to work?

**OPS:** To control the various soft goods industries that market through a complicated system of middlemen, you need people who know each point at which sales are made and at which ceilings are needed. Distribution costs are often most important.

In some lines of office equipment, there are relatively few producers, fairly simple industrial processes, but thousands of retailers falling into different classes. The agency needs somebody who knows where and how these things sell.

For many appliances, for much industrial equipment, it's the business of manufacture that's most complicated. Knowledge of production costs seems more important than of distribution costs, though both are wanted.

There are single products, such as coffee, the importation of which is more complicated than sale to retailers. OPS would like to get buyers, preferably from the big chains.

Marketing of chemicals is full of unexpected twists. Sales managers were needed from the start.

For industrial materials, sold by big companies in basic industry to smaller processors, OPS favors those who know of production costs.

**NPA and DPA:** Although these agencies are highly staffed from the sales field, there are many jobs for which they would like factory experience. It sometimes happens that nobody within the agency knows offhand what material is the most likely substitute for another that's scarce; sometimes information is needed to know just how much time it will take to process this or that component. Outsiders must be queried and it's as hard for NPA to locate the right ones as for a businessman to get information from government.

However, production men alone could not run the Agency. In one of the most important divisions—steel—sales manager has succeeded sales manager as chief. It's important to know how a given regulation affects the customers; sales managers know or can find out fast. Engineers, the various production experts, would not be able to judge to what extent NPA rules foul up the usual ways of doing business. The efficiency, which it's supposed they'd bring to government, would bear a high cost. Sales managers are needed again as the customary ways of making consumer products are changed: They can judge what the public will take.

## Winston-Salem

**A GROWING MARKET  
OF MORE PEOPLE  
WITH MORE MONEY  
TO SPEND  
THAN EVER BEFORE**

**A Rich, Growing Market...  
with  
1951 Bank Deposits  
of  
\$343,735,852.90  
A 10-Year Gain  
of 134%**

The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers in the South offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers completely blanketing an important 9-county segment of North Carolina. YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

**WINSTON-SALEM TWIN CITY**  
**JOURNAL and SENTINEL**  
MORNING SUNDAY EVENING  
National Representative: KELLY-SMITH COMPANY

# A Reply To CBS TELEVISION

## What Do They Mean: "The Vanishing American?"

THE VANISHING AMERICAN . . . this was the title of a two-page spread which appeared in several publications in the sales and advertising field. You may have read it. It showed a picture of a wreath being laid at the tombstone of the door-to-door salesman. This picture depicted a salesman with one foot in the door and a housewife holding a vicious dog, trying to keep him out.

The article stated that "any salesman is a friend of ours" . . . yet, in the next sentence, the company running this ad stated, we quote: "But you don't see so many of them at people's front doors as you used to. In fact they've even had the door slammed in their faces by law in some 400 localities. We hate to think we helped to make things tougher for them. But while they were standing outside punching away at the doorbell, we were already in the living room, selling on the television screen."

This advertisement is untrue. It depicts the direct salesman in an unfair light. Let me tell you something about direct salesmen *that is true*. There are several million direct salesmen in America who sold over seven billion dollars worth of merchandise last year. Let me tell you something about the direct salesmen in Saladmaster Sales, Inc. We started our organization five years ago with three salesmen and no business. Since this date over 5000 men and women have joined Saladmaster Sales organization. Today we are doing many millions per year, all direct. Does this look like "The Vanishing American?"

We are advertising in such publications as Coronet, House Beautiful, House & Garden, Outdoor Life, Esquire, Progressive Farmer, Guide for the Bride and others . . . spending about \$10,000 per month adver-

tising our name and to tell the true story of the direct salesmen to the public.

Incidentally, Saladmaster Sales, Inc., has been on television for over two years. We have had our products televised from coast to coast. As this copy is being written we open a program in Los Angeles over Station KECA-TV. Many of our television dollars are spent with the company belittling the direct salesman.

When I read "The Vanishing American" I couldn't keep from opening the door and looking out over the office, watching our promotion department trying to keep current the processing of new contracts for new direct salesmen. They are joining our organization at the rate of about 300 per month and they are making money, big money—more money than they could make working on a salary!

For example: This is Maudie Mae Thompson, 1134 Longview Avenue, Stockton, California; the mother of five children, who works part time with Saladmaster to supplement her income. She earns approximately \$400



per month. This is Mrs. Guy H. Queen, 2802 Avalon, Phoenix, Arizona, who has been with Saladmaster four years. Her average earnings have been better than \$750.00 a month.

This is R. S. Campbell, 6728 DeLoach, Dallas, Texas; whose check last month was \$2491.16.



This is L. G. Jump, 234 Broadway, Denver, Colorado, who made, last month, \$1404.75.

These are just a few of the people who work for Saladmaster Sales and make over \$1000 a month. These people own their homes, go to church regularly, educate their children, pay taxes, and are leaders in their community. Why shouldn't they be recognized as the outstanding citizens they are?

Some of the finest people in the world are direct salesmen. This is the only employment in the world which a man can get it, with no capital, and be paid exactly what he is worth. If he produces, he is paid. If he doesn't, he goes broke, gets out of direct selling, and takes a salaried job.

By the way, if you are reading this ad would like to investigate the opportunity with Saladmaster, write us. We still have some good openings left for any man or woman with intelligence enough to direct their own efforts, and guts enough to take a job that pays them exactly what they are worth. See our two-page spread in April issue of Specialty Salesman and Opportunity Magazines and full page in Coronet.

Signed

Harry Lemmons, President  
Saladmaster Sales, Inc.  
131-T5 Howell Street  
Dallas, Texas



HOW MANY TIMES does your training stress money as an incentive . . .



. . . instead of recognizing salespeople's true motivations?

## Why Training Falls Flat With Retail Salespeople

Is personal frustration behind the apathy of the typical salesperson? Perhaps if we could understand the human factor better, our sales training would be more effective.

What sort of humans are retail salespeople anyway? They can be plied with product knowledge, trained

carefully in basic and specialized sales techniques and still not respond to training the way sales managers

BY JOHN C. BANCROFT  
Atlas Film Corp.\*

would like them to respond. Why is that? Evidently, these people just don't *want* to sell the way they should—or the way sales managers think they should. And if they don't *want* to, then they have not been properly motivated.

Poor motivation may seem at first glance to be a rather glib answer to a major problem in merchandising. But is it? How can people be motivated—especially retail salespeople? How good a job has sales management done in motivation? The answers to these questions are worth thinking about. Perhaps the answers have not yet been formulated. But there never will be any answers until the questions have been asked and considered.

### Subdivide the Task

Before considering *how* to motivate this group, the task might be made simpler by subdivision. Of course, the ideal way would be to consider each person as an individual. In some isolated cases this might be possible, and doubtless there are some understanding employers who have properly motivated members of their sales forces. But in a broader scope, four subdivisions will give at least one clue to the solution. The division is made on the basis of the reasons why people become retail salespeople.

**1. Stepping Stone:** The person has taken the job with malice aforethought. He wants to learn selling from the ground up. He wants to be the store manager or buyer—or maybe he wants to get into the sales organization of a supplier, not knowing just what he might be getting into. Usually he is eager to learn everything he can. Sometimes, though, this eagerness is eventually replaced by apathy because he is not advancing as rapidly as he thought he would.

**Motivations:** Recognize progress to date. Promise advancement. Indicate paths to the future. Recognize ambition.

**2. An End in Itself:** Some people actually like retail selling. They like the store "atmosphere," the contact with people, the products they sell, and so forth and so forth. They're

\*Oak Park, Ill.



# .. need catalogs

catalog procedure—starting from the planning stage and ending with printed copies open under the eyes of your prospective buyers. You may order these services separately, or in any combination, as your needs require.

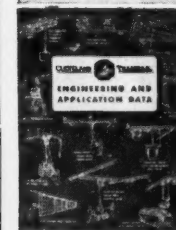
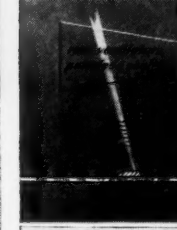
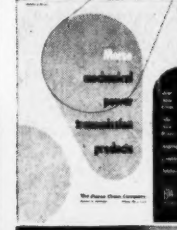
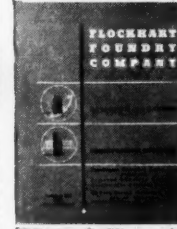
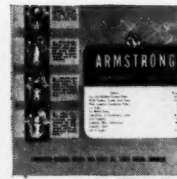
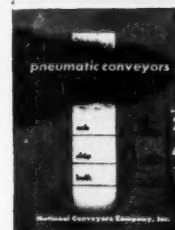
Year after year, Sweet's handles more catalogs than any other organization—in 1951, over *thirty-eight million* copies. During its long experience in this specialized work, Sweet's has taken a leading part in developing and applying principles and procedures which have greatly improved the performance of manufacturers' catalogs. It has helped hundreds of clients find the answers to a wide variety of individual catalog problems.

Whether your problem is to determine the best procedure with respect to catalog design, production or distribution, or simply to get relief from a vast amount of time-consuming work, you will find the expert help you need in the Sweet's organization.

The Sweet's District Manager in your territory will detail these services in terms of your particular requirements. Call him in for a discussion of your catalog needs.



This booklet tells you all about Sweet's services in the plant engineering market—also in the product engineering and construction markets. Shall we send you a copy?



New York 18—119 West 40th Street—LONGacre 3-0700  
 Boston 16—31 St. James Avenue—HAncock 6-0700  
 Buffalo 2—70 Niagara Street—CLEveland 8200  
 Chicago 54—700 Merchandise Mart—WHitehall 4-4400  
 Cincinnati 2—American Building—GARfield 2800  
 Cleveland 15—1422 Euclid Avenue—CHerry 1-7256  
 Detroit 26—548 Free Press Building—WOODward 1-2745  
 Los Angeles 17—1709 West 8th Street—DUnkirk 3-1177  
 Philadelphia 7—1321 Arch Street—LOcust 7-4326  
 Pittsburgh 19—411 Seventh Avenue—ATLantic 1-8220  
 St. Louis 1—721 Olive Street—CHestnut 7388

## Sweet's Catalog Service



designers, producers and distributors of  
 manufacturers' market-specialized catalogs

DIVISION OF F. W. DODGE CORPORATION

119 WEST 40TH STREET,

NEW YORK 18, NEW YORK

MAY 1, 1952

perfectly happy, usually, to remain retail salespeople for the rest of their lives. Yet even they may become unhappy if they compare their own particular goal with that of others—and become aware that they may have reached their goal, or feel they have set their goal too low. Then they may feel they lack something because they have no more ambition than they think they have.

**Motivations:** Recognize achievement. Indicate experience as a possible leader and trainer. Recognize importance of individual's job to society.

**3. A Stopgap:** Many people take retail selling jobs merely to have work until something they really want to do opens up. Maybe they are going to night school to train for specialized jobs. Maybe they are just waiting to get married. But whatever the reason for the stopgap, retail selling certainly does not take the place of their ultimate goal—and because it does not, it may subconsciously be considered a barrier to that goal.

**Motivations:** Recognize ambition. Indicate value of sales experience to other jobs later in life.

**4. Round Hole for Square Pegs:** Quite a few people took the jobs simply because no one else would hire them for other kinds of work. This is no reflection on store managers, who are often hard put to find enough of any kind of help at the wages they can afford to pay. "Square pegs" are always an unhappy lot, not doing what they want to do, often because they are unable to do those things.

**Motivations:** Recognize the personal dilemma of the unhappy individual. Suggest means for salespeople to adapt themselves to circumstances. Present retail selling as a desirable, esteemed career.

### They're Frustrated

Careful examination of these four divisions will show one common denominator. "He is not advancing as rapidly as he thought he would. . . . They feel they lack something. . . . Considered as a barrier to that goal. . . . Not doing what they want to do." That common denominator is *frustration*.

How often is the factor of frustration considered in sales training programs? If training programs have any motivational element at all, it usually consists of dangling the almighty dollar before the eyes of the trainees. How many films start or

end with "That's money in your pocket, Joe"—or with the ringing of the cash register as the leering salesperson watches a satisfied customer go out the door.

If money were as big a human prime mover as many sales managers believe it is, why don't more people rush from their jobs at quitting time to occupy themselves gainfully during the remaining hours of the day? It could be that the attraction of the dollar has been overestimated. Or it may be that people have been exposed to this disease to such an extent that they have become immune to further needling.

Agreed, the preceding paragraph puts the onus on sales management. But time after time, good opening sequences with good motivation have been deleted from films by clients because the film "doesn't get into the subject quickly enough—doesn't get to the meat of the film." One thing is for sure: The audience isn't going to take the meat if it doesn't *want* the meat. The meat has to be made appetizing. Some mental salivary glands will have to be stimulated one way or another.

### Why Ridicule Them?

Another favorite stunt in training programs is to demonstrate examples of poor selling. Outside the fact that negative presentation is poor training technique the situations do nothing at all to win over the salespeople. Quite the opposite. Their shortcomings have been held up for ridicule before the entire audience. The theory has been advanced that when they laugh at these examples, each person imagines the example is intended for the other fellow. But who knows how many people are really hurt deep down inside? These examples certainly do not build the salesperson's ego.

This article has so far included the words "frustrations," "mental" and "ego." These words suggest that the motivational approach should be more psychological—perhaps even psychiatric—than it has been in the past.

Of course, training programs cannot eliminate frustrations in one fell swoop. Frustrations are tricky things to deal with. They can be deep-rooted and powerful. But if the existence of frustrations among retail people is admitted, and the nature of those frustrations is understood, then the problem of motivation becomes clearer.

First of all, few people ever became cured of ulcers or spastic colons

by merely making more money. And the money incentive is not going to cure frustrations to make more salespeople *want* to sell.

One approach to the problem is a re-orientation of the thinking habits of people. Most people live in an "either-or" world. They consider people, including themselves, as either successes or failures. As previously described, few retail salespeople consider themselves successful, and therefore they judge themselves as failures. They do not act as if they are aware of the *degrees* of success or failure. Actually, a man who is a complete success or a complete failure is a rarity.

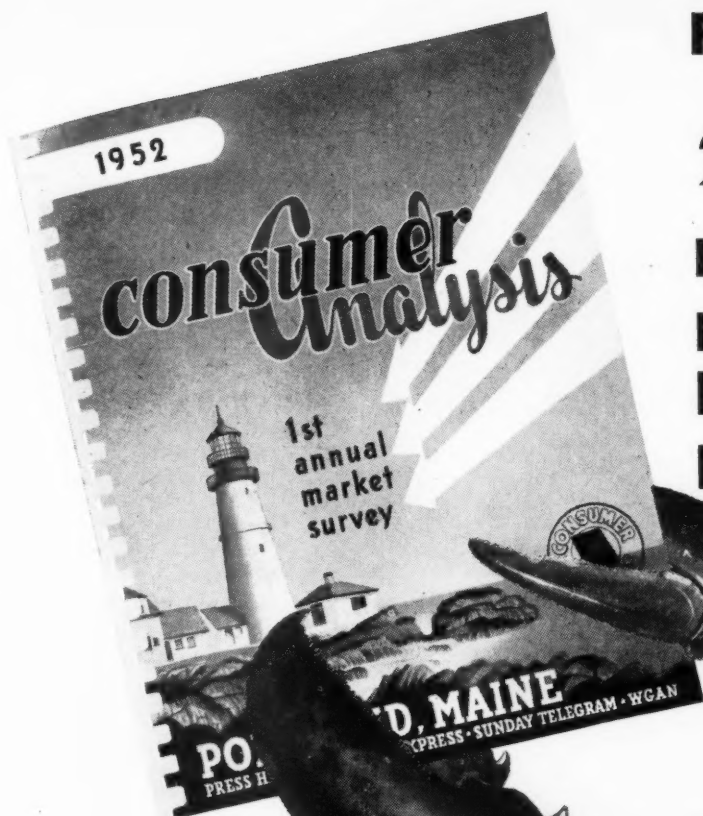
Re-orientation of thinking is possible. Techniques to accomplish it are in existence. But it would be a complete training program in itself. Some day, some brave industrialist will produce a program of this nature so that it can be applied on a wide industrial basis—with probably more success than anyone would imagine.

But all sales training programs should spend a little more time on motivation. Merely spelling out the management's cognizance of the frustrations (not *per se*, of course) will win the confidence of the trainees. They feel more kindly toward those managements who realize that salespeople have problems within themselves. They don't like to be considered mechanical merchandisers, responding automatically to the clink of a promised coin.

### Are They Servants?

Motivation also can be strengthened by building the ego of the salesperson. For instance, many programs make "service" the keynote of their campaign. The customer wants service; the better the service, the better the sales, and so forth. That's probably true. But people who give service are "servants"—and who wants to be a servant? Surely "service" can be interpreted in some other way that will make the salesperson feel more important instead of relegating him to the butler's pantry.

Doubtless, there are many other ways to obtain the retail salesperson's willing and enthusiastic application of sales techniques and knowledge. Some of them may be known, some yet to be discovered. But if sales managers are disappointed with the results of their sales training programs, let them look to the motivation. "You can lead a horse to water, but you can't make him drink"—unless he *wants* to.



**FACT!!**

**20,100,000**  
pounds of lobsters  
pulled in last year  
by Maine  
lobstermen!

**FACT!!**

Strategic advertisers and advertising agencies (like you) will pull in a new, big, profitable catch of business when they latch on to the

**FIRST ANNUAL CONSUMER ANALYSIS  
of Brand Preferences and Buying Habits in  
Metropolitan PORTLAND, MAINE.**

Here are facts and figures to guide you in planning your sales and advertising campaigns in Metropolitan Portland, largest market north of Boston . . . the only survey of its kind in New England and all the North East!

**JUST PUBLISHED!**

If you have not already received your copy, please write to:  
Julius Mathews Special Agency, National Representatives  
Avery-Knodel, Inc., Radio Representatives

**PORTLAND PRESS HERALD  
PORTLAND EVENING EXPRESS  
PORTLAND SUNDAY TELEGRAM  
RADIO STATION WGAN**







## "Sales Coverage Of Western Washington Demands Tacoma, Always"

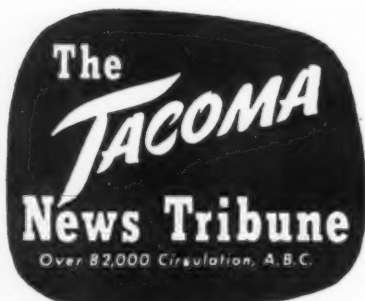
*Says Partner in  
Leading Seattle Food  
Brokerage Firm.*

Truman F. Graves (above) and Winston W. Chambers have made the Graves - Chambers Company one of the Pacific Northwest's fastest growing food brokerage firms. Headquarters are at 1056 4th Avenue South, Seattle.

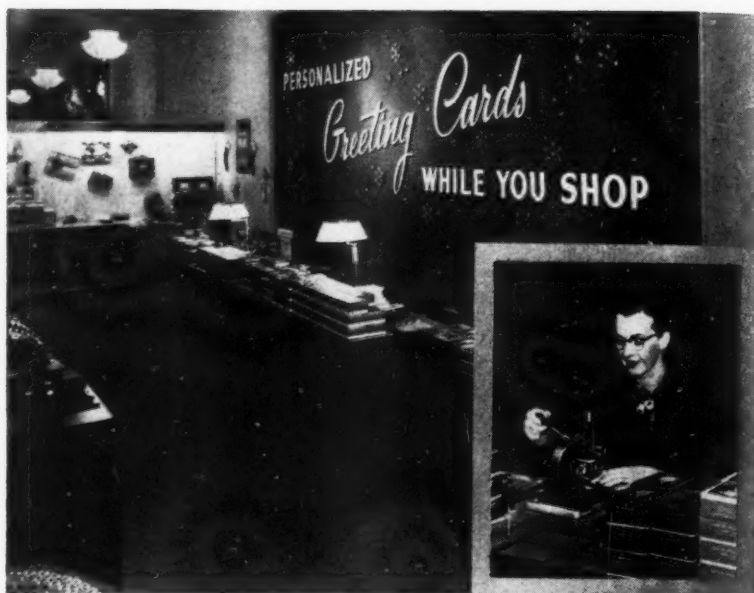
"We think twice about Tacoma in our planning," says Mr. Graves. "We maintain consigned warehouse stocks there—and always urge our manufacturers to give the market complete local advertising and merchandising attention. Our experience proves that Tacoma must be covered at the local level if any campaign in the Puget Sound area is to be fully productive."

*And we say: "Think TWICE about Tacoma . . . a separate, distinct market, effectively covered ONLY by the dominant News Tribune."*

*Ask Sawyer, Ferguson, Walker Company.*



**and KTNT  
Transit Radio**



PERSONALIZING DEPARTMENTS . . . like this one at Rike-Kimber's, Dayton, Ohio, pulls profitable impulse traffic when shoppers find they can have gift cards monogrammed in a jiffy through Kingsley's "While-You-Shop" imprinting service.

## The Personal Touch— Kingsley Markets It

A stamping machine manufacturer sells imprinters to stationers, then shows 'em there's money in monograms and profit in personalizing — all year 'round. Result: Dealers build traffic, unit sales, quality turnover.

"The Kingsley Plan" is a profit-generating idea—profitable to the Kingsley Stamping Machine Co., Hollywood, and profitable to stationery dealers who use the machines to monogram gift items through a "While-You-Shop" imprinting service.

Originated two years ago by Jack Zukor, sales manager of Kingsley, the sales promotional plan increases dealers' unit sales, builds store traffic and requires no inventory gamble. Zukor's idea: (1) Persuade manufacturers of greeting cards, writing paper and leather goods to develop specific lines adaptable for imprinting; (2) set up batteries of Kingsley stamping machines in "personalizing departments" of stationery stores and invite customers, through in-store promotion, to take advantage of the quick-service offer.

Chief advantage for stationers: an "extra" that can be promoted all year 'round to build bigger impulse volumes in stationery, napkins, matches, pens. And the plan has turned up a significant clue to customer psychology: Shoppers bypass the moderately priced goods when they decide to monogram their gifts, and ask for quality. Salespeople find it easier to sell a \$3 box of cards than the \$1 box.

By way of follow-through, Kingsley keeps its dealers informed about new styling in monogramming, sources of supply for merchandise which lends itself to personalizing, and various seasonal promotions. This information is passed to stationers through Dealer Service Bulletins.

Kingsley proves a point: There's a sellers' market in the idea department.

# USE **ICD** FOR EFFECTIVE YEAR 'ROUND DISTRIBUTION OF YOUR CATALOG MATERIAL TO



## REMEMBER THESE 4 VITAL FACTS . . .

- Institutions buyers and specifiers overwhelmingly prefer to receive manufacturers' catalogs conveniently bound in INSTITUTIONS CATALOG DIRECTORY.
- Only a small portion of institutions have facilities for the filing of catalogs received through the mail, left by salesmen, obtained at conventions, or secured by other means.
- Among those few institutions having filing facilities, only a small portion of all catalogs received are filed.
- **YOUR CATALOG, BOUND INTO INSTITUTIONS CATALOG DIRECTORY, IS PREFILED AND THOROUGHLY CROSS INDEXED. IT CANNOT BECOME LOST, DISCARDED, OR MISFILED. INSTITUTIONS CATALOG DIRECTORY IS THE EASY WAY FOR INSTITUTIONS' BUYERS AND SPECIFIERS TO FIND YOUR PRODUCT.**

The 1953 edition closes  
September 15, 1952



Write today for new study made among all types of institutions demonstrating the acceptance of INSTITUTIONS CATALOG DIRECTORY for the distribution of your catalog material.

CONSULT YOUR ADVERTISING AGENCY or write to

**INSTITUTIONS CATALOG DIRECTORY**  
1801 Prairie Avenue, Chicago 16, Illinois

# Displays That Click with Furniture-Household-Radio Dealers

Strong likes and dislikes less marked than with grocers and druggists, but almost all welcome tie-ins with manufacturer's advertising to move expensive, slow-turnover items.

...87.7% of retailers in the furniture-household-radio field like displays that tie directly to current advertising campaigns of manufacturers.

...69.0% want more displays with moving or animated parts.

...69.0% also appreciate displays that help to make a separate department of a group of goods.

...67.1% like displays that demonstrate a product.

...64.5% want displays that tie in with other products.

...59.4% want to have nothing to do with manufacturers' contests.

These are a few highlights of a survey made for SALES MANAGEMENT in November-December, 1951, by Gould, Gleiss & Benn, Inc., among 155 furniture-household-radio dealers in 11 cities.

The cities were Atlanta, Chicago, Des Moines, Fort Wayne, Fresno, Houston, Kansas City, Minneapolis, Providence, Washington and Worcester.

Previous reports on display likes and dislikes, based on SM-G.G.B. surveys, were published March 15 (tape-recorded interviews), April 1 (food merchants), April 15 (druggists).

The needs and practices of the furniture-household-radio dealers show great variation from those of grocers and druggists because furniture and appliances are essentially slow-turnover items, whereas the other stores specialize on low price, fast moving, quick consumption items.

They need displays with more "sell" in them. A reminder is not enough to move a \$200 item. More of their merchandise, especially in furniture stores, is unbranded, although in radio and appliance stores almost all of it is heavily promoted

by the manufacturer.

The first assignment of the Gould, Gleiss & Benn field workers was to make an inventory of the store windows.

They found more small appliances of General Electric on display (31.6% of windows) than any other item, followed by:

Sunbeam appliances	28.4%
Lane cedar chests	25.8
Philco appliances	14.8

But among the top 10 items being displayed, six were of general character, unbranded: lamps, bedroom sets, chairs, dining and dinette sets, living room sets, tables.

In discussing display problems with owners and managers, likes and dislikes were registered as follows:

## Advertise one product only

	No.	%
Like	104	67.1
Dislike	36	23.2
No preference	15	9.7

(The base, 100, is 155 stores.)

## Tie in sales with other products

	No.	%
Like	100	64.5
Dislike	32	20.6
No preference	23	14.9

## Promote contests

	No.	%
Like	46	29.7
Dislike	92	59.4
No preference	17	10.9

## Make a separate department of a group of goods

	No.	%
Like	107	69.0
Dislike	25	16.1
No preference	23	14.8

## Displays that are "mass" arrangements of goods

	No.	%
Like	99	63.9
Dislike	42	27.1
No preference	14	9.0

## Demonstrate a product

	No.	%
Like	104	67.1
Dislike	38	24.5
No preference	13	8.4

## Have moving or animated parts

	No.	%
Like	107	69.0
Dislike	28	18.1
No preference	20	12.9

## Tie in directly with current advertising campaigns of manufacturers

	No.	%
Like	136	87.7
Dislike	13	8.4
No preference	6	3.9

General Electric not only led the procession in having the greatest number of window displays last fall, but also in mentions of the "best" display of the year. See Table 1 (page 62) for details.

Two thirds of the merchants said they had planned and installed their "best" displays, 10% credited a manufacturer's salesman, and one out of eight employed a professional trimmer.

The most frequent mentions of sources of supply for their display material went to:

Manufacturer	36.8%
Salesman	23.2
With merchandise	13.5
Wholesaler	9.0
By mail	14.2
Dealer made it	11.6

Displays in furniture-household-radio stores remain up for a somewhat longer period than in food or drug stores, with nearly one-third being used for a month or more. Two weeks, however, is nearer the average.

The most outstanding difference between these merchants and the grocers and druggists is in the attitude toward use of magazine and newspaper advertising proofs. "Yes" answers:

Food stores	47.1
Drug stores	51.6
F-h-r stores	73.5





## talk about box tops...

### Midwest Farm Families Buy 50% More Packaged Food Than City Families

Talk about the packaged food business among farmers of the 8 Midwest states and you're talking about a sales potential bigger than for any comparable consumer group in the 48 states. In the Midwest:

- Farm incomes are double the average for the nation.
- Farmers are their grocers' best customers.
- Rural population predominates, and
- 1,276,107, or 8 out of 9 farm families depend upon localized Midwest Unit Farm Papers as their chief source of information of all kinds.

### KILOWATTS AND GAS HAVE CHANGED THINGS

The Midwest farmer's wife today is as up-to-date as the city housewife in her food preparation habits. She cooks with electricity, or she cooks with gas. She has all the modern conveniences... But her family averages larger. She serves more and bigger meals. Investigate the sales potential she represents. Buy the Unit—one order, one plate at a substantial saving in rates.



### MIDWEST Farm Paper UNIT



OFFICES OF MIDWEST REPRESENTATIVES AT:  
250 Park Avenue, New York... 59 East Madison Street, Chicago  
Russ Building, San Francisco... 1324 Wilshire Blvd., Los Angeles

IN THE MIDWEST, FARMING IS BIG BUSINESS... AND GOOD LIVING

MAY 1, 1952

# Plus Coverage

## For Your GROWING Southern Markets

### 1. ADVERTISING AND MARKETING

**Southern Advertising and Publishing.** Covers advertisers, sales and advertising managers and their advertising agencies.

### 2. BAKING

**New South Baker.** Founded 1910. A welcome aid for the rapidly expanding Southern baking industry.

### 3. FOOD PROCESSING

**Southern Food Processor.**

Reaches the leading processors, packing in cans, glass and frozen packages.

### 4. GARMENT MANUFACTURING

**Southern Garment Manufacturer.** Spokesman of and friend to this two-billion-dollar Southern giant.

### 5. FERTILIZER

**Commercial Fertilizer.** Founded 1910. Leader in the mammoth fertilizer industry, national and international coverage.

### 6. JEWELRY

**Southern Jeweler.** Jewelers in the South share generously in rising Southern incomes. Full coverage of retailers and wholesalers.

### 7. PULP AND PAPER

**Southern Pulp and Paper Manufacturer.** National circulation, intensive coverage of the South's expanding paper and pulp industry.

### 8. PRINTING

**Southern Printer.** Reaches commercial printers and newspaper mechanical superintendents.

### 9. STATIONERY AND OFFICE EQUIP.

**Southern Stationer and Office Outfitter.** Full coverage of leading stationers and office supply houses.

## ABERNETHY PUBLICATIONS

ERNEST H. ABERNETHY, President  
75 Third Street, N. W., Atlanta, Ga.

TABLE I

### G-E Appliances Lead in "Best" Displays

155 merchants in the Furniture-Household-Appliance field were asked, "What 1951 display, either in the window or inside the store, do you feel was best from the standpoint of helping you sell merchandise?"

	Number	%
Total respondents	155	100.0
General Electric	33	21.3
Lane cedar chests	23	14.8
Crosley	17	11.0
Philco	14	9.0
Simmons	13	8.4
Admiral	10	6.5
Sunbeam	9	5.8
Westinghouse	7	4.5
Maytag	6	3.9
R.C.A. Victor	6	3.9

Others singled out for special praise as being most resultful included Arvin, Beacon wax, Bendix, Benrus, Betty Crocker irons, Bissell sweepers, Blackstone washers, B.P.S. paints, Burton Dixon Congoleum, Coleman heaters, Crown heaters, Daystrom, Deltox rugs, Drexel American, Duo-Therm stoves, Easy washers, Emerson TV, Englander, Eureka sweepers, Florence ranges, Formfit covers, Frigidaire, Gibson refrigerators, Gold Seal linoleum, Heywood-Wakefield, Hoffman, Horton, Hotpoint, International Harvester refrigerators, Ironrite, Jamestown furniture, Johnson wax, Kelvinator, Kemtone, Kroehler furniture, Lees carpets.

Also Magnavox, Mengel, Messman tables, Mirro aluminum ware, Mohawk carpets, Nairn, New Home, O'Cedar, Old Hickory, Parker pens, Raytheon TV, Rogers silver, Ronson lighters, Roper ranges, Samson luggage, Sandura, Schwinn bicycles, Sealy mattresses, Semco dinettes, Simoniz, Smith (Alexander) carpets, Sparton, Sylvania TV, Speed Queen washers, Tappan ranges, Telechron clocks, Thayer, Universal, Whitney carriages, Zenith.

Because so many items in the f-h-r stores are both bulky and expensive, the question about floor stands has less meaning than in connection with food and drug stores, but they are nevertheless popular for the more restricted number of products for which they are suitable. Most prefer symmetrical arrangements and a size much larger than in the other types of store. About 3 feet wide and 4 feet high is the most-preferred size, but 4 feet wide by 5 feet high isn't far behind. A spot near the store entrance is preferred.

About half of these stores have no counter space, and counter cards aren't nearly so important as with

other merchants. The same is true of shelves and shelf cards.

They're less likely, also, to use decals, although 46.5% are users, with window and door equally popular.

The score on permanent signs:

Illuminated	74.1%
Non-illuminated	25.9
Painted on walls	6.9

Merchants expressed a slight preference for having display materials delivered by mail or express, separately from merchandise shipments—but delivery with the merchandise or delivery by a salesman was almost equally popular.

*Often the obvious is all important but is overlooked because it*

*is obvious. Thus Practical Builder is nothing if not practical.*

*The men who own and edit it have but one primary concern:*

*to make its pages practical and profitable to the people who*

*read it. Hence there is no attempt to "pretty" its pages for*

*sheer aesthetic effect. It is one thing to be fastidious about the*

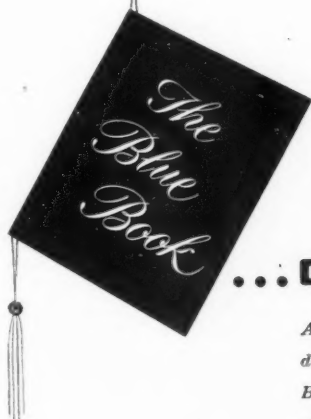
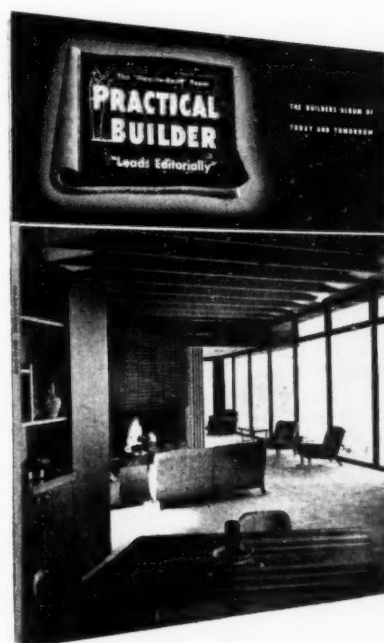
*make-up of a magazine. It is quite another thing to be foolish*

*about it. We repeat: **practical builder** must, above all,*

*be practical. And because it is, readers warm up to it. This*

*warmth and response is passed on to advertisers. And since*

*advertisers too are practical, they look to PB as...*



## ... of the light construction industry

*Affiliated with 6 Building Industry Magazines comprising the largest, most distinguished publications in the building industry: Building Supply News, Building Material Merchant, Ceramic Industry, Ceramic Data Book, Brick and Clay Record, Masonry Building.*

*Send for our 64-page book ... THERE'S MONEY IN REMODELING ... free to any manufacturer who asks for it on his letterhead.*

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3





## This Is "Snowball": Golden State Sells 1,200,000 in 30 Days

See what you can do if you give a good specialty product the benefit of a full-blown promotional push! Many media contributed to Snowball's sales record, but the sponsors feel that television deserves the lion's share of credit.

*Based on an interview with*  
**HAROLD SLOAN**  
*Manager, Ice Cream Department,  
Golden State Co., Ltd.\**

Executives of Golden State Co., Ltd., could not believe their eyes when the figures showed that they had sold—in a single month—more than 1,200,000 of a specialty ice cream dessert with a purely seasonal appeal, called by them "Snowballs." In December, 1951, Californians bought enough for one in every 10 persons in the State to have eaten a "Snowball" during the holidays.

A carefully worked out sales promotion and advertising program was behind the item, but company executives believe that television contributed most.

Golden State Co. is one of the West's major dairy foods processors, and one of the oldest. It has long been known for its "carriage trade" frozen dessert specialties. In the mid-forties this department began to ex-

periment with new production methods which would make some of these specialties available for mass distribution . . . with very encouraging results.\*\*

Ice cream undoubtedly is one of America's favorite foods, and energetic merchandising has extended its consumption both ways from summer. But with all the effort in the world, the Christmas holiday season remains a rather low-volume season for frozen desserts.

Ice cream is Hal Sloan's favorite commodity (He's manager of Golden State's Ice Cream Department). It hurts him to see it ignored during any month of the year. It appears to him to be the equivalent of superstition to imagine one can't enjoy a scoop of it at Christmas, particularly in California where, of course, you never shiver—not if you're patriotic. About four years ago, looking wistfully into the little valley of the holiday season ice cream sales curve, Mr. Sloan had an idea: Great flaming balls of vanilla ice cream! On the spot he invented "Snowballs"—illuminated ones.

Snowballs are rounded scoops of ice cream, rolled in fine coconut and topped with green holly leaves and red berries made of whipped cream, and surrounding a bright red candle. (The candle lights; it is not edible.) With candles and lace paper doilies included, Snowballs are packed six to a box. Besides being a colorful and tasty dessert, as the promotion was soon to point out, the lighted candles on the snowballs, with next to no effort, would provide holiday dinner tables and parties with as festive an air as any housewife or hostess could wish. Sales during the first Christmas season the item was offered fulfilled Mr. Sloan's hope that the unique and seasonal appeal would prompt people to buy it. In subsequent years, with ordinary promotion, the volume grew until in December, 1950, 144,000 were sold.

The limiting factor was production. Each Snowball had to be "finished" by hand. With confident visions of mass appeal before him, Mr. Sloan did some hard thinking during 1951, intent on figuring out a way to mass-produce his Snowballs. Working with company plant engineers, obstacles were overcome and the item was put on a line for mass production.

Next, a sales promotional and advertising program was completed. This included television promotion

\* San Francisco, Calif.

\*\*See "Ice Cream for the Stuyvesant's; Now It's Ice Cream for the Sweeney's," SALES MANAGEMENT, August 1, 1949.

SALES MANAGEMENT

blanketing California throughout December: display advertisements in most major newspapers in the state, and an array of point-of-purchase material.

Television advertising took two forms: snowballs were featured on the company's popular "Golden State Movie Time" which goes on KRON-TV San Francisco at 8:00 P.M. every Sunday and on KLAC-TV Los Angeles at 7:30 P.M. every Sunday. And there were special announcements in major homemakers' shows throughout the state.

Copy theme for all advertising tied in with Golden State's new "fairytale" characters and properties.\*\*\* Thus, the Snowballs were billed as "from the Land of Ohs and Ahs" and the wonderful "Wizard of Ohs and Ahs" was pictured lighting the festive candles on each Snowball with a touch of his magic wand.

Newspaper copy pictured the Snowballs rolling out of the now familiar Castle of Ohs and Ahs. Each advertisement carried a coupon worth 10 cents to the consumer on a purchase of Snowballs, which cost about \$1.29 for a box of six in most retail outlets. The company redeemed the coupons from the dealers at 12 cents each. Coupons were also left by Golden State route men calling on retail customers . . . but the coupons could be redeemed only through stores.

The company put its full support behind retailers on this promotion, in line with its program of strong deal-

er support. The only way to get Snowballs, except for large catering orders for large events, company dinners, business luncheons, school or club affairs, etc., was to go to the stores. Recipients or clippers of coupons were told: "Take this coupon to your grocer or your nearest dealer." Television also plugged the dealer—offered coupons.

Retailers were provided with large store banners and display strips. Well in advance of the promotion they were advised of it by striking self-mailers which incorporated a business reply order card. These also tied in with the Wizard of Ohs and Ahs theme: "Here's a Wiz of a Holiday Idea" and "A Wiz of a Holiday Ice Cream Dessert!"

Soda fountains were as energetically approached. For them the back-bar banner announced the "Flaming Snowball Sundae" . . . which was, simply, a Snowball in a sundae glass topped with the lighted candle. A special mailing piece announced the item to business firms, clubs, schools, and others who might put on banquets or big parties. Here, a quantity box (36 Snowballs priced at \$5.40) was suggested.

As soon as the promotional tools and plans were ready, Mr. Sloan went to all Golden State branches with his story. At sales meetings in each plant he explained what could be done and how it could be done. He had set his quota at 1,200,000 Snowballs. When the salesmen at in-

## This Story Is A Sequel

. . . to two earlier articles about Golden State which appeared in SM's pages.

In August, 1949, we reported Golden State's early experience in attempting to develop mass markets for ice cream specialties that had theretofore been turned out only through a custom-order department. "Snowball"—the subject of the article on this page—came into being in this era.

In February, 1952, we summarized the story of Golden State's development of promotions based on a fairytale theme in which the central character is "The Wizard of Ohs and Ahs."

The article in this issue tells what happened when Snowball was picked for a special December sales drive, was advertised with the "Wizard" character and trappings, and was given strong support in television.

dividual plants heard what their quota would be, it was easy to see that there was doubt in their minds about the possibility of attaining the goal. But when they heard the details, saw the material, learned of the steady, state-wide television push and studied the rest of the supporting advertising—and listened to Mr. Sloan's sample presentation—they were primed with an enthusiasm equal to his. They did an exceptional selling job, winning much better than average dealer cooperation in display and point-of-purchase push.

The salesmen sold dealers on the uniqueness of the idea, the quality of the product, its seasonal appeal, the ease with which consumers could add a festive touch to their meals or parties. They pointed to the profit with little effort to the dealer: Snowballs wholesale at \$1 a box of six, giving dealers 29 cents on each box sold. They emphasized the advertising drive behind the item, particularly the hard-hitting television promotion. When they had convinced dealers to stock up well with it in anticipation of the big demand which was expected throughout December, the salesmen pitched in to help encourage product displays, banner postings,

\*\*\*See "Fairytale Ad Theme Sparks Dealer Interest for Golden State," SALES MANAGEMENT, February 15, 1952.



**RODEO AT RETAIL:** General-Electric's dealers are building store traffic by handing these 65-piece cardboard rodeo sets to children who bring ma or pa in to look at new G-E refrigerators. Part of G-E's spring merchandising program, the rodeo kit is offered dealers at nominal price, in minimum lots of 100. U. S. Defense Bonds (\$25 to \$250) will be awarded to dealers whose over-all display efforts tie in most effectively with the rodeo giveaway theme.

There's a  
**BIG DIFFERENCE**  
between an  
**AVERAGE**  
**GOOD**  
**MILER**  
and the



**Champion**

And there's a big difference in Houston between the average good paper and the champion **CHRONICLE**.

**Number One Newspaper  
in the South's Number One Market!**

The Chronicle is now in its 39th consecutive year of circulation and advertising dominance in Houston. During 1951 The Chronicle carried over 12 million lines of advertising more than the second paper, and over 26 million lines of advertising more than the third paper.

(See Media Records)

**For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company Office.**

**39 consecutive years of leadership in both circulation and advertising**

**The Houston Chronicle**

R. W. McCARTHY  
Advertising Director

M. J. GIBBONS  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

point-of-purchase advertising on ice cream cabinets, windows, walls and all likely spots. Response from dealers all over the state was so enthusiastic that Golden State achieved the greatest posting of point-of-purchase material thus far in the company's history.

Results? "Tremendous," says Mr. Sloan. Not only did all plants sell the quota—which had looked too big to meet—but they were pleading for more Snowballs to fill requests from dealers. He believes this case history shows what can be done with a well-planned and co-ordinated program on a single specialty item when enthusiastic cooperation of every individual concerned is enlisted.

"The success of the promotion cannot be attributed to any one factor," Mr. Sloan says. "Like any good merchandising program, it had excellent advertising and sales promotional support and the wholehearted cooperation of everyone concerned."

"The most effective medium of all the advertising we used was television. Television is extremely effective in creating desire. It has a terrific impact on the viewer, it is much greater than advertising in any other medium."

#### **Stress In-Use Theme**

"Perhaps part of this is due to the fact that the viewer can actually see the product in use. It makes it easier for a homemaker to visualize the same product being used in her home. If the image is pleasing, the desire to buy is created. While this product-in-use theme will not be as effective for all products advertised on television, it does work for us. Another major point that television advertising is able to put across is appetite appeal."

"This emphasizes, of course, the need for good commercials. Commercials ineptly prepared lose most of the effectiveness the advertiser is seeking. Television is an expensive medium and I feel that the commercials on it should be the best that money can buy. It would be a mighty poor economy to buy television time and then try to balance the cost by doing the commercial as inexpensively as possible."

"We used excellent commercials on our weekly feature-length movie showings in San Francisco and Los Angeles during the month of December. We had about 10 times more comments from people who had seen the television commercials than from those who had seen the product in all other media."



# the Fabulous Fifth is really loaded



**More than 40% of the nation's spendable cash is in the pockets of families in the Fabulous Fifth!**

In the current *Survey of Consumer Finances*, the Federal Reserve Board has arranged America's families by fifths, according to income. The dramatic figures show that the Fabulous upper Fifth pockets the bulk of the country's spendable cash...and... gets nearly half the nation's total consumer income...and...holds more than half the nation's liquid assets. Naturally, the ideal way to sell a

product would be to reach as many of these Fabulous Fifth families as possible...at the lowest cost.

**More than 80% of *House Beautiful's* circulation is concentrated in the Fabulous Fifth!** This is one of the most important "media stories" you're likely to hear for a long time. To hear more about it, and how it can boost sales for you, phone us at PLaza 5-2800 or write to 572 Madison Avenue, New York 22, New York.

***House Beautiful* sells both sides of the counter**

# Aptitude Tests Cut Turnover 38% For Underwood Corp.

Careful research among incumbent salesmen isolated the characteristics typical of the men who persisted and made good. Then custom-built tests were designed to spot the presence—or lack—of these traits in new sales applicants.

*Based on an interview by Etna M. Kelley*

**with W. F. ARNOLD**

**Vice-President and General Sales Manager, Underwood Corp.**

Four years ago Underwood Corp. set up a system for selecting salesmen, based chiefly on guided interviews and aptitude testing. Its purpose was to reduce turnover among salesmen. Though the company's rate of turnover had been about average for the industry, management felt this too high, especially in view of the increasingly high cost of training new men.

When the plan was introduced it was felt that it would pay for itself if it reduced turnover among salesmen 5% in one year. But it did far better: The reduction came to 15% for one year, and in three years turnover was cut 38.5%.

## Tests Are Custom-Built

Before the war Underwood had experimented with tests as hiring tools, but had not found any suited specifically to its needs. Another drawback to ready-made tests was the necessity for sending results back to a central agency for scoring. The company has about 900 salesmen, working out of 150 offices. All sales selections are made in the field, from about 75 main branches. With so large and scattered a sales force, it is not surprising that many managers were unwilling to postpone their decisions on applicants until test papers could be sent to a central agency for scoring, and the results returned. The present plan has the advantage that managers, using a simple mechanical system, can do their own on-the-spot scoring in a few minutes.

Thus the manager is enabled to have answers to these three questions, regarding a candidate, while the

candidate is still in the office:

1. Does the applicant have the specific aptitude and personality prerequisites necessary for an Underwood salesman?

2. Is he likely to resign voluntarily within a period of nine to 18 months after employment?

3. Is he likely to be a below-average or an above-average producer?

Before the plan was put into effect, its purpose was explained to managers and their cooperation was requested; but they were not obligated to make their choices on the basis of test results. The method was not held up as a substitute for judgment; it is rather a tool, supplementing judgment. It is significant, therefore, that these men are to an increasing extent selecting new salesmen on the basis of the Underwood Sales Aptitude Inventory (or USAI, to use the shortened term). A recent survey disclosed that 90% of them feel the plan is helpful in the selecting and developing of better salesmen.

USAI was developed by Underwood in collaboration with Executive Analysis Corp., after 10 months of research. This consisted chiefly of intensive testing of salesmen already on the staff, with a view to discovering the "pattern" of characteristics—that is, the distinguishing qualities of the best, and those of the least effective, producers.

Some interesting facts were uncovered by this preliminary research. For example, it was found that the company's most efficient producers had work interests and personality qualities in common with their prospects and customers. It was also found that there is some correlation between intelligence and productivity

—in other words, that a slow learner is unlikely to become a good producer. But it was found, too, that selling effectiveness does not necessarily parallel the intelligence curve—that a high degree of intelligence does not in itself connote high selling ability.

On the basis of the preliminary research, Executive Analysis Corp. isolated eight significant factors; and designed tests for discovering not only whether applicants had these, but in what degree. These embrace behavior traits and qualities and vocational interest data. These factors are uncovered through two tests, one with a 15-minute time limit, designed to measure an applicant's capacity to learn the duties of his new job as well as to size up and solve difficulties met within the field; and another, which the applicant usually takes about two hours to complete, measuring those behavior characteristics found to be vital to success in selling for Underwood.

## Use of Patterned Interviews

Important as they are, the tests are not—the management repeats—considered substitutes for interviews and judgment. The branch manager still does a rough preliminary screening job. If a man seems a likely candidate, he is interviewed at greater length. To help the manager get maximum information through the interview, he has an Appraisal Score chart, with blanks for checking in any of four columns headed "Excellent," "Good," "Fair" and "Poor." It is possible to make these check marks unobtrusively during the interview; or, if the manager prefers, he may do this immediately afterward, while his impressions of the candidate are still fresh. Qualities listed are of wide range, including Education, Manners, Personality, Type (whether Executive or Salesman), Ability to Study, Present and Past Health, Condition of Breath, Appearance (Facial, Physique, Carriage, Attire and Neatness), Vocabulary, Pronunciation, Grammar, Diction, Cheerfulness, Enthusiasm, Interest in Selling—and many other attributes.

The advantage of the check sheet

# Underwood Corporation QUALIFICATIONS APPRAISAL CHART

Applicant's  
Full Name \_\_\_\_\_ Interview Date \_\_\_\_\_

Age \_\_\_\_\_ Position \_\_\_\_\_ Branch \_\_\_\_\_

Appraisal Prepared by \_\_\_\_\_

Appraise Each of Following Qualities (check mark Excellent, Good, Fair or Poor)

Qualities	Ex.	Good	Fair	Poor	Qualities	Ex.	Good	Fair	Poor
Potential Manager _____					Vocabulary _____				
Education _____					Pronunciation _____				
Manners _____					Grammar _____				
Personality _____					Diction _____				
Temperament _____					Rhetoric _____				
Executive Type _____					Speaks: Forcefully _____				
Salesman Type _____					Sincerely _____				
Selling Experience _____					Frankly _____				
Past Business Record _____					Convincingly _____				
Past Earnings Record _____					Commands Attention _____				
Knowledge of:—					Commands Respect _____				
Our Machines _____					Analytical Mind _____				
Competing Machines _____					Creative Mind _____				
Mechanics _____					Quick Thinker _____				
Office Procedures _____					Constructive Thinker _____				
Records and Systems _____					Open-Mindedness _____				
Accounting _____					Insight _____				
Current Topics _____					Resourcefulness _____				
Ability to Study _____					Judgment _____				
Willingness to Study _____					"Self-Starter" _____				
Present Health _____					Aggressiveness _____				
Past Health _____					Stick-to-itiveness _____				
Condition of Breath _____					Self-Confidence _____				
Appearance: Facial _____					Ambitiousness _____				
Physique _____					Earnestness _____				
Carriage _____					Optimism _____				
Attire _____					Enthusiasm _____				
Neatness _____					Cheerfulness _____				
Assets Position _____					Sense of Humor _____				
Liabilities Position _____					"Good Mixer" _____				
Insurance Position _____					Honesty _____				
Family Background _____					Dependability _____				
Domestic Life _____					Adaptability _____				
Sobriety _____					Interest in Selling _____				
Reputation _____					Fitness for Job _____				

Has agreed to study intensively \_\_\_\_\_ Can we risk our training investment? \_\_\_\_\_

Strongest qualities \_\_\_\_\_

Foremost weaknesses \_\_\_\_\_

Other facts General Office should know \_\_\_\_\_

Additional Comments \_\_\_\_\_

How was applicant obtained \_\_\_\_\_

Signature Appraiser \_\_\_\_\_ Title \_\_\_\_\_

## INSTRUCTIONS TO MANAGER

When interviewing applicant, the Manager and Division Manager should each prepare a Qualifications Appraisal Chart. Submit both appraisals, with Salesman's Application Form 350 and Organization Change Form 352 and recent photograph of applicant.

A PATTERNED INTERVIEW procedure has been an important factor in Underwood's improved hiring procedures plan. This is the form used as the basis. It forces the manager who is screening candidates to dig for, observe and record his judgement of a man in terms of specific factors in the man's education, experience, and personality traits. When large numbers of candidates

are being screened, it is difficult, without an instrument of this kind, for any interviewer to keep in his mind a clear picture of each man. The information and impressions recorded on the appraisal blank are used in combination with the aptitude test findings to select the potentially best candidates for sales jobs. See text of article beginning on facing page for full explanation.



is obvious. When a manager interviews several applicants in one day, or within a period of a week, later impressions dim those obtained in earlier interviews. This written record, with its filled-in checks, can be a useful reminder.

Since Underwood's use of guided interviews and its reliance on the branch manager's judgment are not unlike the hiring procedures of many other companies, we will deal here mainly with the use of the tests which were custom-tailored for the firm.

The high degree of acceptance won for USAI is noteworthy in view of the fact that it was "sold" to managers by correspondence. A useful tool toward this end was the "Branch Managers' Manual of Directions for the Underwood Sales Aptitude Inventory," prepared by Executive Analysis Corp. It is a loose-leaf book, which explains the reasons for developing USAI, states its purposes, and tells how to use it. It is written legibly, and in easily understood language. It discusses, in considerable detail, the fact that many promising applicants fail when they meet the day-to-day problems of selling for Underwood—pointing out that successful experience with another com-

pany does not insure success in selling for Underwood; that some applicants may sincerely believe they want to sell for the company, but their desire may prove to be transitory; that their reasons for wanting to sell may not be valid (feeling that selling means quick and easy money, that it is a way to get paid for socializing, etc.).

Thank your stars for your competitors. They are probably making the same mistakes themselves. Remember, it is your competitors that often help you sell your line, simply because they talk about it so much.

**Successful Selling For  
The New Day**  
By Harry Simmons

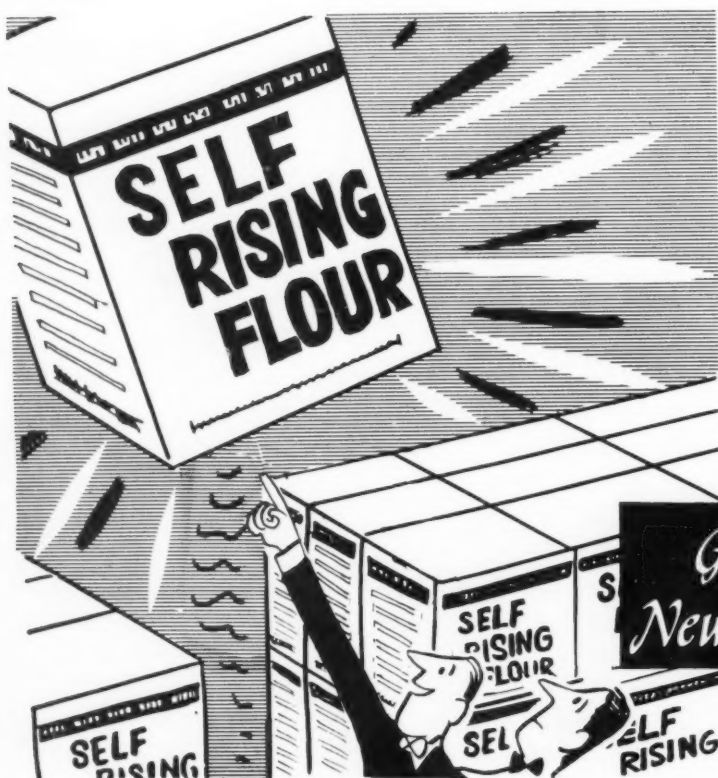
The Manual also discusses the eight factors which have been found to play an important part in the make-up of a successful Underwood salesman, but tells how these vary according to the product sold—type-writer, business machine or supplies.

It also gives real case histories, which show how to interpret test scores. (Underwood's management realizes that managers cannot do as expert a job in interpreting test findings as a central agency could, but feels that the advantage of being able to make quick decisions offsets possible disadvantages in inexperienced interpretation. However, managers have continued to gain skill in interpreting the USAI scores. This indicates that these scores have enabled managers to make better use of their managerial know-how.)

Among the eight factors uncovered by the tests are *motivation to perform basic sales functions* (important because, despite the fact that an applicant will claim that he "likes to sell" this may not be the case); *temperament* suited to withstand the disappointments inherent in selling (especially applicable to business machine salesmen who may work for months to get a large order, then lose to competition); *a favorable attitude* toward systematic detail work (which would enable the salesman to "talk the language" of office managers and to be willing to try to help solve their problems).

Studying the record of an appli-

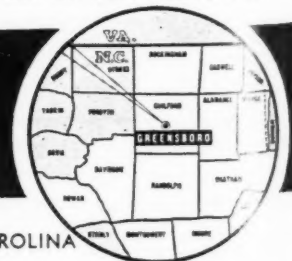
## "This is the size we make for the Growing Greensboro Market!"



SALES FIGURES GET A LIFT when you use the major medium in this major market in the South's No. 1 state! . . . The GREENSBORO NEWS and RECORD, dominant medium in the Greensboro 12-County ABC Market, packs a selling punch of 100,000 copies daily—reaching a receptive audience that helps account for 1/5 of North Carolina's 2 1/2-billion retail sales, and the same portion of the state's \$487-million spent for food. . . . To make the most of this major market, sell 'em while you tell 'em in the major medium—the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

**Greensboro  
News and Record**



GREENSBORO, NORTH CAROLINA

Represented Nationally by  
Jann & Kelley, Inc.

# ACB PROVIDES Current Advertising and Marketing Information from 1,393 Key Cities



## The ACB Retail Store Advertising Report Service

Gives quick, accurate information on the newspaper advertising you ought to see . . . advertising by your own dealers . . . your competitor's dealers . . . can include national advertising as well as test campaigns if desired . . . you specify the territory to be covered and brand names to be reported on . . . widely used by merchandisers whose goods are sold through retail stores.

This service is sometimes called "Dealer Tie-In Reports." Use it for a single city—or for any and all the 1,393 U. S. daily newspaper markets. You specify what territory you wish covered, and which products or brands are to be included.

Then as ACB reads the daily newspapers, it marks and reserves any page containing an advertisement called for by your coverage.

After each advertisement is analyzed and measured, a report is typed covering all advertisements collected. The information usually desired in these reports includes the following:

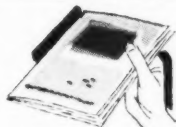
- A) City and State    B) Publication
- C) Date of Issue    D) Name of Store
- E) Brand Name of Product
- F) Price of Product Advertised
- G) Size of Advertisement

A summary is included as part of the report and shows overall totals or "Number of Ads," "Total Linage," etc.

In addition to "Retail Store Reports" described above, ACB offers the following Services: Tear Sheets . . . Schedule Listings on National Advertising . . . Linage Reports on National Advertising . . . Cost of Space report on National Advertising . . . Paste-ups for Salesmen . . . Unduplicated "Ad" Service . . . Outstanding & Representative Ads . . . Dealer Mat Service . . . Scrapbooks . . . Position Reports . . . Radio & TV Log Listing . . . Advertised Price Reports . . . Dealer Cooperative Advertising Services . . . Brand Mentions . . . Magazine Clipping & Space Reports

## ACB's NEW 48 page catalog sent FREE!

Contains Many  
Useful  
Suggestions



Advertisers are constantly finding new uses for the various ACB Services. Here are typical examples described in ACB's New Catalog. How to—

- gauge local promotion in 1,393 cities
- give salesmen city-by-city sales data
- increase your lineage over dealer names
- get complete details on your dealer ads
- get details on competitive dealer ads
- guard against trademark infringements
- make co-op campaigns run efficiently
- "scout" field for new developments
- reduce wastage of dealer mats
- keep an always up-to-date scrapbook
- rate hundreds of "positions" at a glance
- locate "mentions" in advts. of others

ACB Report "Boils It Down"  
from 22 tons to 1.8 pounds



The ease of receiving and digesting marketing information in "report form" is illustrated by a monthly report on Retail Store Advertising which was recently prepared for a manufacturer of women's apparel.

To prepare this monthly report, ACB examined 31 daily and Sunday issues of 1,750 newspapers weighing 22 tons.

From these 22 tons of newsprint, ACB recovered 5,034 tearsheets of interest to our client. The weight of these tearsheets was 148 pounds.

The information contained in the 148 pounds of tearsheets was then condensed into a typewritten report weighing 1.8 pounds—each advertisement being listed alphabetically by city within each salesman's territory, so that all important data regarding each advertisement could be seen at a glance.

## ACB Saw It Happen!

A famous agency had released a big new campaign for a big-time advertiser in a bitterly competitive field . . . orders mailed . . . plates shipped . . . agency receives its ACB Unduplicated Service . . . OUCH \*?! Coincidence \*?! STOP THE PRESSES . . . a competitive campaign had started . . . with identical copy theme . . . almost identical layout and art . . . ditto typography . . . it was a once-in-a-million-coincidence . . . but ACB saw it happen! —From "Case Histories", ACB CATALOG.



## Much Basic Data!

ACB's new catalog contains a directory of all daily Newspapers in the U. S.; 10 pages of tables from the U. S. Dept. of Commerce Report, showing number of stores and sales by states in each of 101 retail store classifications.

The ACB Catalog tells how charges are based on each service.

Send for your ACB Catalog today!



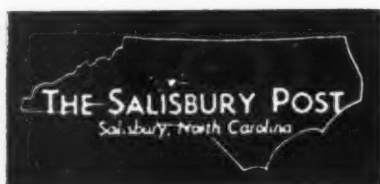
The  
**ADVERTISING  
CHECKING BUREAU  
INC.**

## ACB SERVICE OFFICES

79 Madison Ave.	New York 16
18 S. Michigan Ave.	Chicago 3
20 South Third St.	Columbus 15
161 Jefferson Ave.	Memphis 3
51 First Street	San Francisco 5

## Now comes KROGER!

Salisbury is now a 5-super-market town, Kroger being the latest to respond to the lure of this great grocery-buying population. Hundreds of independents do a volume business, too, so if you have a product designed for food-store selling, it's high time you let Salisbury-Rowan consumers know about it through the ONE medium they all read and respond to, the Salisbury POST.



WARD-GRIFFITH COMPANY  
Representatives



Recent successes of PIONEER Qualatex "Floating Billboard" Balloons in introducing beauty products prove again that parents are America's original "Captive Audience." The kids dictate and they buy! There's money in Sonny—and Susie, too! They demand the brands that give a premium.

Stimulate sales of any product with low-cost PIONEER balloons as package inserts, tie-ons or self-liquidators. Gorgeous colors, printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information. Write to The



PIONEER Rubber Company, 170 Tiffin Road, Willard, Ohio.



cant, revealed by his test scores, the manager can see at a glance his weaknesses and strengths. To be worthy of consideration, he should attain a given numerical score. But even if his total score is satisfactory or quite high, too low a score on one or more factors should be regarded as a danger signal. For example, a man might have a high degree of most aptitudes required to make him a good producer for Underwood, but if he were low in, let us say, the capacity to spring back quickly after disappointment, he would not be a good risk since his earning capacity might be seriously impaired for too long a period. Depending on the state of the labor market and the manager's over-all impression of the applicant, the manager might or might not employ such a man. But if he should decide to hire him, he would at least be conscious of the fact that this salesman would require special handling, that he would require more than normal sympathy after a serious setback such as the loss of a large order.

Suppose, on the other hand, a candidate should show up well except in the tendency to handle his work and job problems in a practical and energetic manner. If the manager should decide to take a chance on such a man, he would at least know that he needed prodding.

### Turnover Rate Declines

After USAI had been in effect a year, Executive Analysis Corp. re-examined it and "sharpened" it, with a view to showing how it could be used specifically to screen out men who were potentially good producers for Underwood, but who would be likely to resign after a year or two. This is particularly likely to be true of young men looking for their first job and thinking they want to make selling their profession, who might make a very fine impression on managers. Despite the fact that these men can now be spotted, managers sometimes take a chance on them, but face the challenge of special effort to keep them interested and content with their job.

Underwood's management realizes that USAI alone will not guarantee an ideal sales structure. Perhaps it should not get all the credit for the decrease in turnover among salesmen in the last few years; other factors may have contributed to the marked improvement. Still it is significant that the percentage decrease was so marked, especially since 1948 was

used as the base year—a rigorous "yardstick" since the high level of business activity that year operated to reduce one important source of turnover. In 1948 the turnover among typewriter salesmen was second highest in Underwood's selling operations; this was cut by 22.9% in 1950 and by 40.5% in 1951, and the decrease was most substantial among these men (who constitute about 47% of Underwood's sales force).

Management is convinced of the wisdom of not compelling managers to be guided by USAI scores. This has had another advantage besides that of maintaining high morale. It has permitted managers to check the performance of men who were hired on the basis of test findings against the performance of those men whose scores showed them to be poorer employment risks.

### Appraisal of Benefits

Management also realizes that even without USAI a manager would learn the weaknesses and strengths of a given salesman—but this would take time. As one manager himself expressed it: "It is an aid in supervising new salesmen, because . . . it indicates where the salesman is likely to experience trouble in making sales. Without the inventory time and orders would be lost before learning the new salesman's weakness."

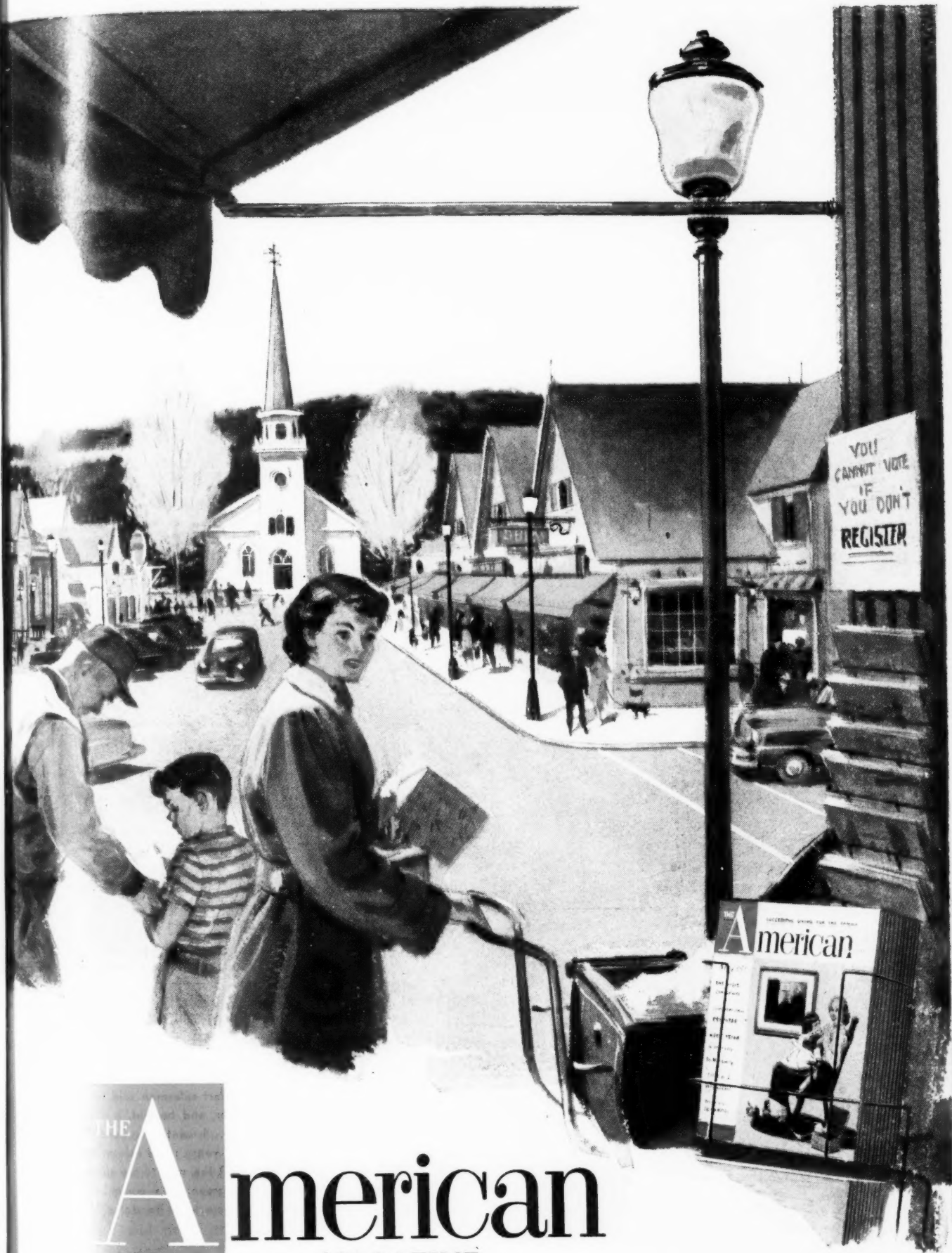
When the plan was first introduced, there was some apprehension regarding the detail and length of the tests. This was unfounded, since experience in the Armed Services has caused most men to become familiar with tests. They are also being widely used by industry as a whole. There is even reason to believe that applicants have more respect for a company that takes pains to determine whether or not they are likely to be successful and happy with the organization.

Another indirect benefit from the system is that it has influenced managers to reexamine their own over-all procedures, not merely their use of tests. In other words, they have become conscious of high turnover and of its disadvantages. They now take a constructive attitude toward the challenge in employing better men, and in better methods of training and supervising them. It is significant that in one of the "tightest salesman-recruiting markets" in the country, an Underwood branch manager screened 107 men with the USAI before he found six he wanted!

SALES MANAGEMENT



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# American

MAGAZINE

*The Family Service magazine for Hometown America*

MAY 1, 1952

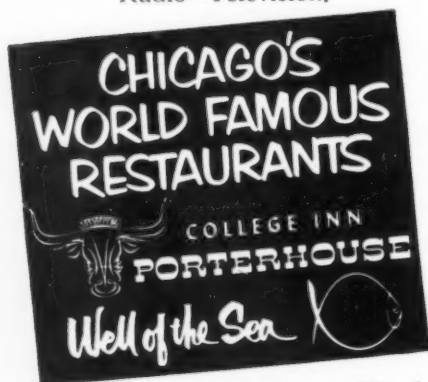
75



"Terrific...but  
you should see the new rooms  
at the **SHERMAN**  
in Chicago"

SMART AS CAN BE!

A pleasure to see!  
1,500 new rooms...  
1,500 new reasons...  
you should think of the  
**SHERMAN** when  
you think of Chicago.  
Most convenient location.  
Drive-in garage.  
Radio—Television.



World Famous Hotel  
**THE SHERMAN**  
Chicago

Frank W. Bering, Board Chairman • James A. Hart, Pres.  
Pat Hoy, V. P. and General Manager

# Shop Talk

## By Way of a Report . . .

In February we reprinted in modest manual form, 13 of the "Shop Talk" columns which dealt with the technique of salesmanship. This was done because so many of you had expressed interest in making some of this material available to your salesmen.

It's pleasing to report that within four weeks after the first mailed announcements reached subscribers, 10,000 copies were sold. We've been trying to process and ship all orders within 48 hours, but the demand has been so steady that it hasn't always been possible to make that par.

The stockroom boys who do the packing and shipping are complaining that they see little red manuals in their sleep.

To any others who may be interested: Another 10,000 copies are being bound, will be available by the time this magazine is in your hands.

## Cinderella Products, Lost Sales

I'd finished my business with the branch manager of one of the typewriter companies, and my host ambled out to the elevator with me. On the way we passed a desk occupied by a pretty red-head.

"See that gal?" the manager inquired. "She makes more money than most of the salesmen."

I asked how come.

This was the story: Miss Gillan had come to the company as a stenographer. She hadn't been there long before she noticed that the salesmen weren't doing much about selling ribbons and carbon paper and other supplies. She asked if she could take over all sales of supplies. Her boss, probably too surprised to say anything else, told her to go ahead and have a try at it. She asked for a commission basis and got it. In slightly over three years she had built up the volume of business on supplies to the point where she was enjoying several kinds of jam along with her bread and butter. She'd bought a smart red convertible, and she'd had a trip to Europe.

I thought of this incident the other day when an alert salesman sold me some steel wool and some polish after I had asked for, and bought, a can of some kind of gook that takes old wax off furniture. I wanted to recondition a cedar chest that had been in an attic for 10 years. The salesman was bright enough to inquire how much I knew about the way to do such a job *right*, and he quickly learned that I was as green as a cucumber about the procedure. He took the trouble to tell me what to do, sold the additional items with a mere suggestion.

It has always seemed to me that one of the big neglected opportunities in selling lies in the failure of both manufacturers and retailers to push the sale of accessories and/or maintenance products to go with a primary purchase. I'm not thinking of "suggestion sell-

ing in its more general sense . . . the sort of thing good retailers train their salespeople to do . . . where the suggested additional purchase may bear only a general sort of relationship to what the buyer has asked for. Such as, for example, suggesting a depilatory to a woman who has asked for toilet water. Such a suggestion arises out of the hint that the customer is interested in good grooming.

I'm thinking, instead, of products so closely tied together that the use of one will probably result in more satisfaction from the other. It isn't too often, for instance, that you see saddle soap and leather dressings displayed with, and suggested with, leather goods. Shoe cleaners and dressings with shoes. Brushes with venetian blinds. Extra filter papers with coffee pots that require them. Non-tarnish silver cloth, silver chests, silver polish with silver.

This is just one more area where I think the editors of general magazines and business papers are ahead of their advertiser-customers. The magazines are continuously printing practical "how-to-take-care-of-it" articles, because their editors (whether they're editing for housewives or for factory superintendents or for office managers) have a realistic appreciation of the magnitude of the maintenance problem.

Good care and proper maintenance with the right tools and materials have a direct relationship to product performance, to product appearance, and to the over-all amount of value—satisfaction—derived from an investment. This, of course, is only another way of saying that it is to the manufacturer's interest to do all he can to see that his product gives lasting satisfaction to the user because upon such satisfaction depends his good will. And—probably—his next sale.

So far as supplies and maintenance products go, there's such a lot of that business that could be had if only someone would ask for it. A lot more could be created if more manufacturers would develop better how-to-take-care-of-it literature. Maybe we just have too much of a tendency to think of such business in terms of chicken-feed instead of realizing that it could be made to contribute substantially to the volume and profits picture. Or—if we don't make the service-type of product ourselves—we don't understand the good will implications of helping customers learn both the importance and the how of efficient maintenance.

### California, Here We Come!

Five of the SALES MANAGEMENT business and editorial family are planning to attend the late-May meeting of National Sales Executives, Inc. in San Francisco. Ray Bill, John Caldwell and I will be going from New York and Warwick Carpenter from Santa Barbara. Our San Francisco editor, Elsa Gidlow, can be induced, too, we hope, to tear herself away from her 43 varieties of fuchias and her mountain-side home in Marin County (known as "The House That Floats") to look in on the assembly at least long enough to judge whether the sales executives from other parts of the U.S.A. match up in looks and intelligence with those she spends such a large part of her time interviewing in her favorite city.

**A. R. HAHN**  
Managing Editor.

P. S. May 10 is the date . . . the date for publication of the 1952 edition of SALES MANAGEMENT'S *Survey of Buying Power*. In addition to the usual statistical summaries the new issue will have a number of new features including: number of retail outlets in each city for food, general merchandise, furniture-household-radio, automotive and drug groups . . . new state maps with cross-indexed heating codes and shadings for amount of Effective Buying Income . . . and, biggest improvement of all, a section on Industrial Markets, featuring value added by manufacture, 1951, for 200 leading counties in 18 types of industry. These counties represent from 75% to 99% of total production in each industry.

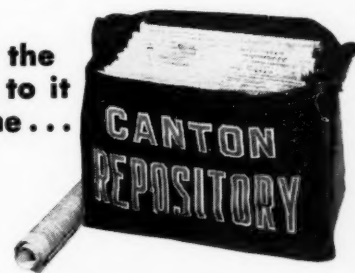
## Canton, Ohio is a KEY Market



**Total Effective  
Buying Income:  
\$421,603,000**

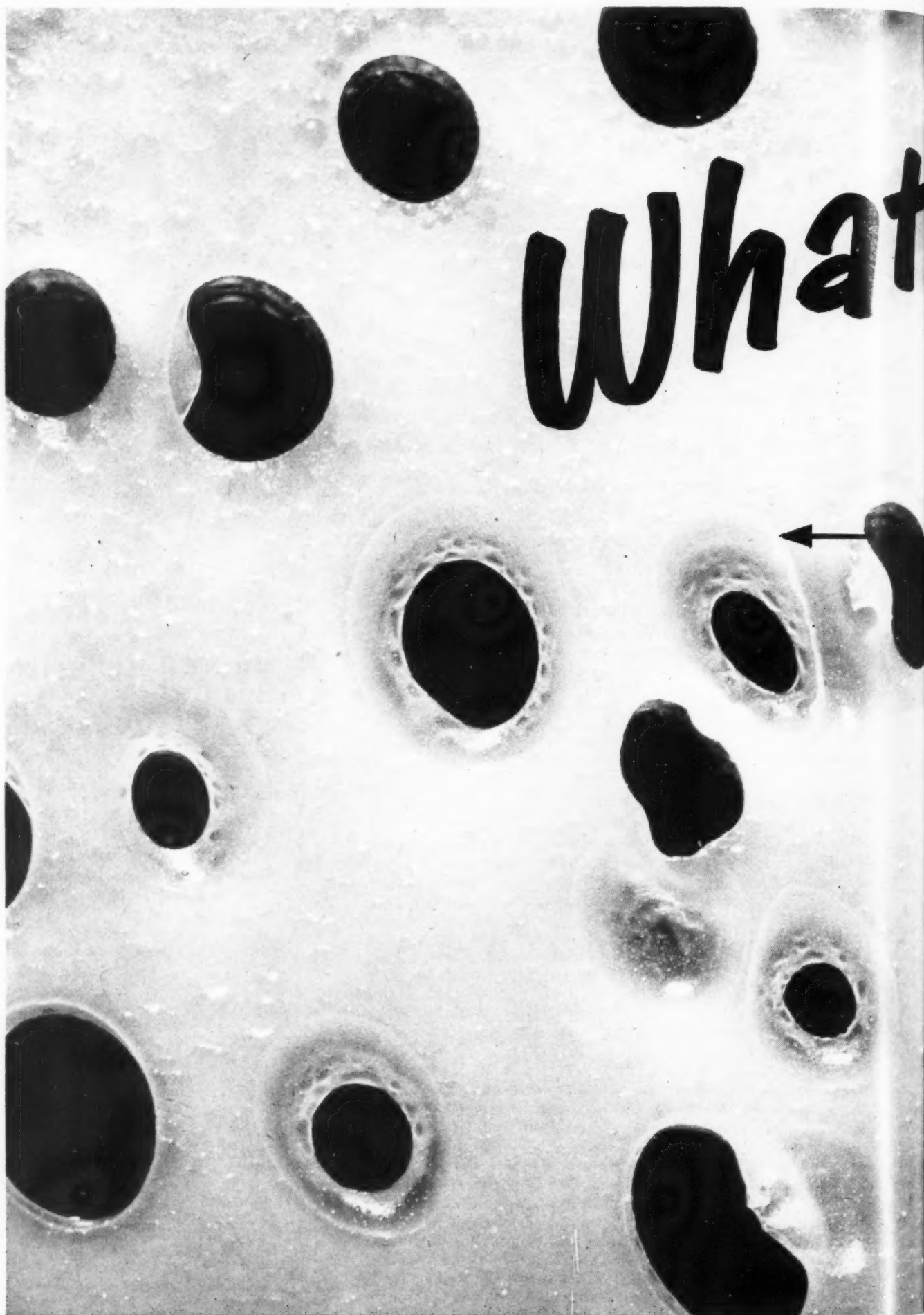
**Key Facts:** Between 1940 and 1950 Canton retail sales went up 205% . . . wholesale trade increased 204% . . . population increased 20.5% . . . industrial wages alone gained 205% . . . industrial employment advanced 65%. One newspaper, the Repository, economically covers this key market—96.7% city zone coverage; 99.4% home delivered.

and the  
key to it  
is the . . .



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley





...is it?

☐ bubble bath?

☐ bomb craters?

☐ swiss cheese?

☐ spring thaw?

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## ...it's a mighty good thing for Ohio Farmers!

This is a nose-close look at a handsome and steady source of income for Ohio farmers!

That means, of course, it's Swiss cheese... *another* of the many products that make Ohio rank *sixth in cash from dairy products!*

But dairy products account for only a small part of Ohio farm families' big *total* income. You see, these progressive farm people *diversify* — produce a large variety of farm crops.

This gives them the best kind of farm income: the *steady* kind — right around the year! The proof? Ohio is sixth in value of farms, *first* in farms with electric ranges!

Now, best of all, for *you* — Ohio farm families are *steady* in another way: regular reading of their favorite farm magazine — THE OHIO FARMER! It's your open invitation into 7 out of 10 of all Ohio farm homes twice every month! Get all the market and coverage facts. Write T1013 Rockwell Avenue, Cleveland 14, Ohio.



*The OHIO FARMER*

Cleveland



Two other rich farm states matching Ohio's steady farm income are Michigan and Pennsylvania — served by MICHIGAN FARMER and PENNSYLVANIA FARMER.

Michigan Farmer, East Lansing

Pennsylvania Farmer, Harrisburg

# Be Fair, Be Prompt, Be Human In Handling Complaints and Adjustments

Study and digest Mr. Lazo's six basic rules for restoring friendly relations with the customer who has a gripe. And recognize each case as an opportunity for preserving precious goodwill and keeping the door open for future sales.

**BY HECTOR LAZO**

**Director of Public Relations, Sunshine Biscuits, Inc.\***

Most progressive companies have found out by now that the best way to adjust customer complaints is through personal visits of the company's sales representative.

Company and salesmen are equally penalized by hard feelings and poor relations resulting from complaints brushed aside or improperly adjusted. The net result shows up in loss of sales and, worst of all, these hard feelings are cumulative, often exploding months and even years after the original incident is all but forgotten.

Years ago it was common practice to have complaint departments, and as often as not lawyers were put in charge of them to protect their principals. Some lawyers and other complaint managers handled their jobs surprisingly well, although probably their success was the result not so much of their legal training as it was of their sense of fairness and their knowledge of the value of common courtesy in everyday living.

## **Sales vs. Legal Approach**

Business today has adjustment departments. In charge of these modern tools of good public relations are trained psychologists or trained public relations people, for experience has shown that when dealing with the feelings of customers, a sound knowledge of human relations is more effective than a sound knowledge of the law.

Naturally, we cannot entirely disregard the legal angle. A sound legal policy has to be established in the case of complaints which allege injury or damage, thus creating potential legal liability. These, however,

are not typical complaint cases; they are generally special and individual, and will be taken up under *Category B*.

*Category A*, then, covers complaints that do not allege any injury or damage, although they leave no doubt that the complainant is thoroughly aroused, sometimes disgusted, sometimes worried and perturbed. The complainant seeks first to vent his feelings, to let someone in responsible position know how he feels about the whole thing. He frequently seeks reassurance that the incident is not something dreadful or calamitous. To brush off a consumer of this type might be the easiest way to handle the case at the time, but it would not register very high on the human relations meter in 1952.

After all, good public relations are nothing more than the art of good business behavior. It means that through your conduct and the conduct of representatives of your company, who are "the company" in the eyes of your customers and consumers, you earn and hold a good reputation by the way you and your men conduct yourselves as individuals. Customers universally resent it when you or your men assume the role of little kings, possessors of superior knowledge and ability, and dispensers of supercilious arrogance or disdain. In plain five-cent words, they resent it when you try to brush them off, or laugh off their complaints, or try to make them feel cheap for having complained. At the time of registering their hurt feelings, the matter was very serious and important to them. So, getting down to specific cases:

**Rule 1: There is no such thing as a mass market.** Each one of the 155

million people in this country is an *individual* when he buys a product or a service. He personally is concerned with what *he* bought, not what the neighbor bought, although he may be influenced by his neighbor's opinion. This influence is stronger if the opinion is negative than if it is positive. We all, as human beings, feel much more intensively when we are *anti* than when we are *pro*.

**Rule 2: The man who goes out to speak for you should know his product and his company.** Many people feel pacified when a properly informed person explains how what they complain about could happen; how the company will take every precaution to prevent its happening again; how carefully you make the product; how you distribute it, and why you do what you do. On the other hand, there is nothing more maddening than to have a person who doesn't know what he is talking about try to settle a complaint even if he should know more than the customer. To go off somewhere and talk in generalities when the customer has a specific complaint is very bad public relations.

**Rule 3: Keep your sense of humor and always retain the human touch.** At the time of making a complaint, the customer is *mad*—mad clear through. Whether imaginary or real, in the customer's mind the reason for complaining is very real indeed. Don't fall into the error of thinking that you can assume an impersonal attitude with a customer and have him think you are efficient, objective and unbiased. If he has complained, *he* is not objective, he is not unbiased . . . and he thinks you are most inefficient. Otherwise he would not complain. And his complaint, to him, is a personal thing, often far greater in his own mind than it actually is. Exaggeration is never objective, never unbiased, but it is always *very human*.

**Rule 4: Don't discriminate between your customers.** That sounds trite but it is very important. Don't go all out with one and slight the other one. Make sure that the policies you adopt in regard to adjustment of complaints are carried out right down the line by everyone concerned; that your

\*Long Island City, N. Y.



**THERE  
WAS A  
WAY...**



**TODAY, THERE IS A BETTER WAY...**

Once, the village smithy was a familiar sight in every town. Today, he has been replaced by modern assembly line methods... just as yesterday's space-buying has been replaced by more scientific media selection.

Today's advertising budget produces greater results when you use your Sunday Punch on the most profitable markets.

The families in 7 states in the primary FIRST 3 Markets area account for 30% of all U. S. retail sales. FIRST 3 Markets Group reaches 52% of all these families.

There is a better way to sell your product... use

*The group with the Sunday Punch*



**FIRST 3**  
MARKETS GROUP

**New York Sunday News  
Chicago Sunday Tribune  
Philadelphia Sunday Inquirer**

Rotogravure • Colorgravure  
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

man in Jersey City, N. J., does not handle it one way and your man in Stamford, Conn., in another way. The policy should be the same wherever your customers may be located; and all your representatives should know your policy, understand it, and be sold on the soundness and fairness of it, so they can convince the customer.

**Rule 5: Be sure that you do not save public relations only for times of crisis.** This rule in human relations is almost a truism which should not be necessary to single out, but we are too prone at times to forget it. A good reputation is cumulative, and is added to or subtracted from every day, in every-day conduct, actions, letters and services. It takes time to build a good reputation—and only a good reputation will tide you over when the crisis comes. Remember, too, that the crisis looms much greater to your customer than it does to you; but the reputation you have is in the customer's mind or heart, and not in yours. So you have to build, constantly and sincerely, with the customer.

**Rule 6: Avoid complacency. Don't take your good reputation for granted.** Don't assume everything is OK. Keep your eyes and ears open and listen to what people say about you, your competitor, other organizations, and check to see that all the favorable things apply to you, and none of the unfavorable things could be said about you. This means that

you must be objective about yourself and your people. Stick pins in yourself and see if you are carrying around some pet bubbles which can burst quickly when you least expect them to.

Of course, all this comes down to this: In business, as in our personal relations, simple courtesy is good business.

Consumers, by and large, feel that they have taken it on the chin—especially during the last 10 years of the sellers' market and climbing prices—much more than they needed to. In fact, you yourself, as a consumer, have no doubt complained about high prices, poor service in retail stores, grouchy managers, bus drivers who think they are tin gods, brush-offs when you try to find someone who might at least listen to your side of the matter.

When a customer complains, one of the first simple courtesies you can show him or her is to acknowledge the complaint immediately. If he has written a letter, write a placating one right back. You don't have to do anything more than say that you are sorry to hear he has had trouble, that you will investigate and take every possible precaution to prevent its happening again. Then get your adjustment machinery into high gear. There is no substitute for a personal visit . . . you, your sales manager, your local man, a person who will meet the irate complainer face to face.

Most people are flattered when a

company, big or little, takes time out from the business of making and selling products, to make a friend and adjust a complaint. In our experience, the one effort that has done more good than all other efforts put together is when the salesman personally appears at the door of the complainant's home, courteously states who he is, why he is there, and that he brings the president's personal regrets that the customer found something wrong.

Our files are thick with letters from people who have been surprised, pleased, and in many instances a little ashamed that they made so much fuss in a moment of anger. We have on file many apologies from customers . . . apologies for having complained in the first place. That prompt personal visit, with a smile on our lips and a sincere statement that we are trying to do everything we can to see that this doesn't happen again, wins more friends and influences more people than all other efforts put together. Paraphrasing a well-known saying: "A sales answer turneth away wrath."

### Work from a Policy Base

However, in spite of everything you can do, and the sincerity with which you may approach this problem, there are times when things definitely go wrong. There are injuries to customers, damage to property. People get a good scare and their nerves suffer shock. They blame you for it—you or your product. What do you do then?

**Category B.** For such complaints listed above you must have a regular company policy and rigidly adhere to it. Naturally, the first step here is to carry product liability insurance with a reputable insurance company. Have the methods used by the insurance company and its reputation adequately investigated before you sign up. You cannot be too careful when you make or sell products consumers use, and from which they may suffer injury in one form or other. And the dealer, while at times he may be made a co-defendant, is in actuality rarely held liable, legally or morally. The legal and moral responsibility generally is put right back on the manufacturer, owner of the brand or trademark. The manufacturer must protect that as one of the most important assets on his balance sheet.

A good property liability insurance and operational policy has several specific requisites, and you can take advantage of the experience of many



Reproduced by permission.  
Copr. 1952 The New Yorker Magazine, Inc.  
"All right, Haskell—sell me."

# MORE PEOPLE listen to WOAI than live in the city of DETROIT\*

Detroit is the country's fifth city. We of the Southwest are proud of the industrial giant that is the motor capital of the Nation. We're proud, too, that WOAI serves the great Southwestern area with its 50,000 watt voice. Over 834,000 families listen to WOAI nighttime\*—they listen—enjoy—buy!

WOAI IS THE **MOST POWERFUL** ADVERTISING INFLUENCE IN ONE OF THE NATION'S **LEADING MARKETS**

**NBC — TQN**

*Represented Nationally by*

**EDWARD PETRY & COMPANY, INC.**

NEW YORK • CHICAGO • LOS ANGELES  
ST. LOUIS • DALLAS • SAN FRANCISCO • DETROIT



\*

**DETROIT—530,400 Families**  
**WOAI—834,100 Families**

\*Computed from B.M.B.—Study No. 2

MAY 1, 1952



other companies in formulating your plan. As reported by the American Management Association in a recent survey report, most companies carry both bodily injury and property damage products liability.

You can see the importance of double coverage when you stop to think that, although a person's natural denture—his teeth—are "bodily" when a tooth is broken, another person's artificial teeth may be judged to be "property." Or again, if a dog is injured from eating food or from a manufacturer's installation, the dog has in some courts been held to be "property." Of course, in some lines of business, the danger of property damage from the product sold is as great—or even greater—as the danger to persons. It is advisable to carry the double protection.

### The Insurance Angle

The next requisite is to establish whether the insurance company is to settle small claims without reference to you as the insured or whether *all* monetary settlements must first be approved by an authorized representative of your company. If your company is big enough, you probably will have a director of insurance or similar executive in charge of these matters. His OK should be asked and obtained before a money settlement is made: (1) because he, after all, is responsible for insurance matters of the company and (2) because he naturally works closely with the public relations and legal departments in such matters, and together they are responsible for the proper interpretation of the company's policy as they refer to settlement of complaints. They are likely to appraise such settlements somewhat more objectively than the insurance company's adjuster. Many small companies let the insurance company make the best settlement it can and report results only. The decision is yours, but you should have a definite policy.

Next, you should have a definite understanding as to the liability, if any, of your dealers. As a matter of practice, most stores and dealers transfer claims to the manufacturer. In a majority of cases, they could probably sustain such transfer in action at law. In all cases it is good dealer relations to protect the dealer—even when at times the dealer might be at fault. It is therefore wise to have your policy endorsed to cover vendors, jobbers and distributors in general.

You will also need a definite policy in respect to the proof required be-

fore you make a voluntary settlement of any claim. By "voluntary" we mean any claim that is not ordered by a court as a result of court action. It often is very difficult to establish actual incontrovertible proof of damage or injury as a result of the use of your product. But, juries being human, and Americans being traditionally for the underdog, it is easier for a jury to grant a settlement to a complainant when there is reasonable doubt, than to have it in favor of the company. Hence, quite often in doubtful cases it is easier to settle than to go to court. Of course, when there is no doubt you should not even argue with the customer about it, but should make an honorable and fair settlement.

On the other hand, there are some people who would like to live by the sweat and work of others. When you find a deliberate chiseler, you should not hesitate to fight the case to the highest possible court as a matter of principle. Here again, a knowledge of human relations is a better guide than a strict interpretation of the law. But don't be afraid to stand up for your rights, if you are right, and to contest a fraudulent claim right on up as high as you can go. As a matter of practice, it is doubtful whether either the customer or the company can actually establish absolute legal proof beyond all shadow of doubt except in very few isolated and special cases. But that is no reason why you should not contest an obvious fraud. They happen once in a great while.

### Settlements by Agreement

You will also want to establish a definite policy in respect to settling complaints which involve money on a basis which appears fair and reasonable. If it is possible to make a fair settlement before formal notice of claim is filed, or before the customer's attorney formally gets into the picture, it is advisable to do so. Many companies as a matter of good business naturally hold voluntary settlements to a minimum; but fairness is more important in such cases than saving a few pennies. And we believe it is better to reach an amicable settlement which is fair to *both parties* before a suit is filed than after it is filed.

Settlements out of court are often possible, of course, even when the suit has been filed, but it is better public relations to act before suit is filed. This again, however, does not cover those cases when either unreasonably large claims are made or when people are palpably trying to

"beat the corporation." They happen occasionally. In such cases some companies invite a law suit, even if they lose it, for nothing is ever gained by compromising with deliberate blackmailers. Be sure of your ground in such cases, and then don't hesitate to stand up for your rights.

We must always bear in mind that a majority of claims will be exaggerated. While only a few will be deliberately false, most of them are exaggerated simply because the person who has the unhappy experience is naturally disturbed about it: A man breaks his false teeth, or a woman cuts her gums, or a child gags and refuses food for a day or so after an unexpected incident. The importance of that to the person involved is at least ten times greater because it is entirely personal. For example, you can't expect a mother to be objective about her child's welfare.

### Diplomacy of Investigation

For your own protection, investigate all claims, even small ones. Have your representative do it first, or in cases where legal action is threatened or suspected, have the representative of the insurance company make a personal contact. Whenever possible have the first call made always in the name of your company and not of the insurance company. Many people get scared or rattled when an insurance adjuster enters the picture; and of course in the case of deliberate, fraudulent claims, the moment the insurance company comes into the picture, the claimant thinks he has the company over a barrel and will be as unreasonable as possible.

The type of policy you have with your insurance carrier will depend on what policies you adopt to handle small claims, settlements, etc.

So we come back to this: How highly do you value your public good will? Is it, as it should be, one of the most valuable assets on your balance sheet? Do you want to protect and enhance it?

If your answers are affirmative, then look to your customer relations as the primary source of either good or bad public relations. They are your business public. Their daily votes on the market place determine to a large extent the volume of business you do in any given period, and how long you will continue to do business at all. We are all in business to stay in business. And one of the important factors determining whether or not we stay in business is what our customers actually think of us as human beings.

# You can't escape the CLUTCH

*"The Clutch" is an accepted form of merchandising on Chicago's famous Maxwell Street. If you hesitate before a show window the eager store keeper literally pulls you into the store with the Clutch.*

\* \* \*

The clutch probably isn't used in the retail outlets where your products are sold. For that last-moment urge to buy you rely on *advertising at the point of sale*.

But we believe we can put "the clutch" into your displays; the powerful, impelling sales pull that stops shoppers, turning sleeping desires into sales.

Is your *advertising at the point of sale* as good as it

could be? Does it truly grasp attention and pull buyers to your product?

Our whole, sole, and only job is creating and producing *that kind* of advertising at the point of sale. Let us show you what this nationwide organization can do for you.

**WRITE** for examples of point-of-sale ideas that work! Chicago Show Printing Co., 2660 N. Kildare, Chicago 39; 400 Madison Ave., New York 17.



- Lithographed displays for indoor and outdoor use
- Cardboard Displays
- Cloth and Kanvel Fiber Banners and Pennants
- Mystik® Self-Stik Labels
- Animated Displays
- Mystik® Self-Stik Displays
- Econo Truck Signs
- Stenciled Outdoor Signs
- Mystik® Can and Bottle Holders
- Booklets and Folders

**Advertising** at the POINT-OF-SALE



**SENATOR HAYSEED:** As southern, suh, as corn pone, this professional vaudevillian (front-and-center) kept Binswanger delegates in convention hall aisles for two days, then led them out on the front steps to have their picture recorded for political posterity.



**PARTY HEADQUARTERS:** A hot political year, 1952, so why not gear the sales meeting to the smoky accouterments of politicking? Binswanger did it and salesmen from each of the company's branches came as delegates and had a whale of a time playing politics.

## Binsy Beguiles 'Em with Political Pandemonium

With a convention hall, bunting, party candidates and all the frenzy of a presidential primary, Binswanger pulled off a sales meeting the boys will remember.

Like the proverb about leading a horse to water, you can get a salesman to a sales meeting but you can't make him absorb the information you

want to get across—unless you keep him interested.

Boredom can sneak into your meeting and make it fall flatter than a

**BY JOE NADLER**

**Vice-President in Charge of Sales,  
Binswanger & Co.\***

new salesman's first call. And once your meeting approaches the yawning stage, then it has reached the point of rapidly diminishing returns.

Most sales managers face the same sleep-stealing problem: putting on sales meetings salesmen look forward to with some anticipation rather than considering them just time-consuming chores dreamed up by the home office. Obviously, a meeting is a poor company investment if the salesmen lose interest before it has started.

What is the answer? What is the best way to sugar-coat a program so it will be easy to swallow and digest and still have all the selling vitamins in it? Those were the questions we had in mind when we began to plan our sales meeting for this year.

With the help of our advertising agency, Cabell Eanes, Inc., Richmond, Va., we developed this plan for our meeting: First we established our objectives: getting across up-to-the-minute product information and sharpening selling techniques. Next we needed a good theme as the framework upon which the program could be built. It had to be a theme that would lend itself to comedy relief—sugar-coating that would add flavor to the meeting.

This being a hot political year, with more than usual interest in selection of party candidates, we decided it would be timely to make our theme a national political convention. So, from the first announcement until the closing banquet, the two-day meeting was planned to tie in with this convention theme.

The meeting quarters became "Convention Hall," decorated in patriotic red, white and blue bunting. At one end of the hall, facing the audience, a house front was constructed of Binswanger products.

This house front, 25 feet long, 10 feet high, complete with windows, door and roof, served as party headquarters and housed behind-the-scene activities. Binsy, the company's symbol, was given prominence in a sign stretching the full length of the roof: "Binsy . . . the People's Choice!"

A papier-mache model of Binsy, half as big as life and twice as saucy, stood on a pedestal in front of the house, looking directly at the audience. So that he could "talk" to the audience and "wink" at them,

\*Richmond, Va.



# 410 thousand Booth Michigan families spend 14.2% more than the national average on grocery store purchases!

(1951 Sales Management Survey of Buying Power)

Today's selling is a newspaper job . . . and  
1754 Booth Michigan grocers will welcome  
your ad schedules in their home-delivered  
Booth Newspapers!

**TOTAL CIRCULATION 410,746**

ABC

*up 12,095  
in a year*

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch, 110 E. 42nd Street, New York 17,  
New York, Murray Hill 6-7232 • The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

## BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

too, the model was built with an amplifying speaker in his head and an electric bulb in his eye. The person who served as Binsy's high, puppet-like "voice" was backstage, seated behind a Mirropane window that permitted him to see the audience without being seen.

Salesmen from each of the company's branches came as delegations. Signs outside the hall directed them to the "Binswanger National Convention." As they registered, they received badges with their names and

political titles, such as governor, senator and congressman. Other signs mounted on standards showed the delegates where to sit in "Convention Hall."

Each product discussed during the meeting was represented as a candidate for election as the Binswanger standard-bearer for 1952. Big placards mounted around the hall urged delegates to vote for the various candidates.

During the program, each product-candidate was introduced by a two-

minute speech by a delegate. These hard-hitting speeches outlined the platform of the candidate in rousing political style. At the same time, a four-foot sign bearing the candidate's platform was brought out. Band music, piped over amplifiers, played briefly when speakers were introduced, when candidates were nominated, etc.

After the nominating speeches, manufacturers discussed in detail the product-candidates. These representatives had been informed of the convention theme and tied their talks in with it.

The most popular and laugh-provoking character was Senator Hayseed, a pint-size former vaudeville actor who dressed and played the part of a politician as southern as cornpone. He and others took part in stunts put on between product talks to spice up the program and keep the audience in a receptive mood.

As a wisecracking master of ceremonies and left-hand man to the convention chairman, Binsy helped to keep the program moving on schedule. Being just a symbol, nobody could get provoked with him when he rang the warning gong and called time on a speaker.

#### Dark Horse: Binsy

To encourage closer attention to the program, each salesman was asked to give a two-minute talk at the close of the convention, discussing which candidate he favored for 1952. Then the salesmen themselves voted on these talks and prizes were awarded to the three winners.

When it came to electing the candidate who would represent the Binswanger Party in 1952, a speaker from the floor made an eloquent political plea to elect Binsy as a dark horse representing all the product-candidates and the best interests of the party. This drew loud applause from the delegates and shouts of "We want Binsy!" And, borrowing the Old Gold TV dancer idea, out came an eight-foot model of Binsy to lead a parade across "Convention Hall," while the band played a victory march.

This was the most effective meeting in the history of our company. Not only the salesmen but the manufacturers' representatives said it was the best meeting they had attended.

If other sales managers want to try something along this line, we shall be glad to supply further information through our advertising agency, Cabell Eanes, Inc., Richmond 19, Va.



switch from this  
to this

Anyone can produce beautiful plastic bound books in these 2 easy steps:



Punch sheets and covers of any size or weight, quickly, accurately

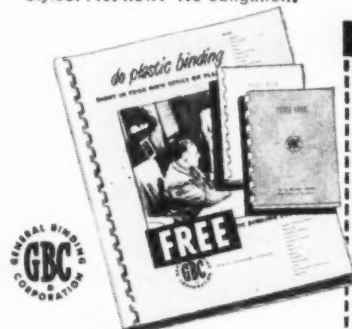


Bind up to 250 books an hour with colorful GBC bindings— $\frac{3}{16}$ " to  $1\frac{1}{8}$ " diameter.

## NOW... YOU CAN DO PLASTIC BINDING

### THIS STRIKING PLASTIC BOUND PORTFOLIO-PRESENTATION — FREE

Get your personalized edition... a wealth of facts and ideas. You'll receive at no cost the complete application and cost story along with actual samples of modern plastic binding all in one presentation. The 2 free valuable pocket memo books show two different, popular and practical modern plastic binding styles. Act now! No obligation.



GENERAL BINDING CORP., Dept. SM-5  
812 W. Belmont Ave., Chicago 14, Ill.

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Bind all sizes of loose pages—any printed or duplicated material with compact GBC plastic binding equipment... in a matter of seconds. You'll add prestige, color, utility, attention-compelling appearance and increase the effectiveness and life of your literature. Pages lie perfectly flat... may be inserted or removed any place in book. Save money, too. Anyone can operate.

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#### GENERAL BINDING CORPORATION

Dept. SM-5, 812 W. Belmont Ave., Chicago 14, Ill.

Please send me at once my free plastic bound PORTFOLIO-PRESENTATION that includes prices and applications and 2 FREE handy Memo Books. I understand there is no obligation.

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ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

## New Weapon Presents Painless Statistics

G-E inventor explains his Semi-Automatic Explainograph

This is to explain the Semi-Automatic Explainograph.

Lighting Engineer Alston Rodgers, General Electric Co., likes to talk, but in the process—and without being dull—he wants to get across the relationships of sales consumption figures and other statistical data. That's why he invented the Semi-Automatic Explainograph. With his SAE Mr. Rodgers is able to construct bar charts while he's talking,



RETAIL LAMP SALES . . . in '45 were this high, and in '50 were this high. That's what Alston Rodgers, General Electric Co.'s lighting engineer tells 'em with his Semi-Automatic Explainograph.

revise them and build 'em anew—with no more effort than it takes to lower and raise a window blind.

The Explainograph consists of a small wooden box mounted on a folding tripod. Rolled up inside the box and projected through narrow slots in the top are four lengths of metal Venetian blind slatting. For quick identification each slat is painted a different color, represents a sepa-

## Do Your Salesmen Need Help NOW?

→ "One Unit, alone, of your 'Two-Way' Sales Seminar increased the average productive selling time of our men by 28 days per year per man." ←

M. R. (Bob) Wilson,  
General Sales Manager  
THOR CORPORATION

"Custom-tailored" for your individual business—and limited to a single client per industry—ours is a highly effective program of individualized sales education which will:

—Give your men thorough, ON-THE-JOB training in professional selling fundamentals at a fractional cost of time-consuming sales meetings.

—Make it possible for your men—without loss of time from their respective territories—to profit from the exchange of field-tested sales know-how.

—Help your men increase their sales without a corresponding increase in field selling costs.

—Pay for itself time after time in improved sales performance, lowered selling costs and in reduced turnover.

If you employ 25 or more salesmen we invite and welcome the privilege of explaining how we can help you.

### SALES TRAINING CORPORATION

Executive Offices  
53 West Jackson Blvd.  
Chicago, Illinois  
Tel.: WAbash 2-1954

Eastern Offices  
545 Fifth Avenue  
New York City, New York  
Tel.: Murray Hill 7-5896

### HOW TO TRANSFORM

## ORDER TAKERS INTO SALESMEN!

### FAMOUS HOME-STUDY TRAINING BRINGS NEW POWER TO YOUR SALES FORCE!

Arm your men with new sales power, back up their ability with specific, how-to-do-it training, developed by experts in the field who have been training successful salesmen for over a decade!



#### LEARN AT NIGHT — APPLY NEXT DAY

Men study at night learning time-tested proved principles through practical examples and real living situations.

Every day offers many opportunities to apply and cash in on successful study of the night before.



#### Nation's Leaders Use and Praise This Sales Service

Over 2600 companies—many of them acknowledged leaders in their fields, are using and have used "Effective Salesmanship" home study program in preparing their salesmen to meet the challenge of today's competitive conditions. Their letters, reproduced in our brochure, "Proof Positive", prove the success of this training method.

#### New Revised Edition "Effective Salesmanship" Now Available!

Hundreds of companies have paid thousands of dollars to learn the principles of "Effective Salesmanship" we now provide in a compact, individual training sales service. The new revised Fifth Edition combines 25 years of experience and knowledge in developing tested training methods.

#### NOT A BOOK

"Effective Salesmanship" is a complete home study sales service—constructed, written and graded by experts in the field. Each salesman enrolled under our group training program by his firm, receives personalized instruction and guidance to help make him a better salesman.

A request on your business letterhead will bring you a complete copy of "Effective Salesmanship" for your perusal. At the same time we will explain our group training program with details of its low cost.

**SEE IT FREE!**

American Business Men's Service, Inc., 416 S. Lombard Ave., Oak Park, Ill.



**Only One Station  
gives you the**

**BIGGEST  
AUDIENCE\***

**in Mid-America**

KCMO reaches 9.5% more radio homes than any other Kansas City station.\* That's a big bonus. It means you get the best coverage of the e-x-p-a-n-d-i-n-g Mid-America Market at one low cost, using one station and one rate card. Call or wire KCMO collect for full details.

*\*A fact, proved by the continuing Conlon "Study of Listening Habits" in Mid-America.*

**KCMO**  
50,000 WATTS  
125 E. 31st • Kansas City, Mo.  
or THE KATZ AGENCY

## SIoux CITY RETAIL TRADE AREA USED AS TEST MARKET

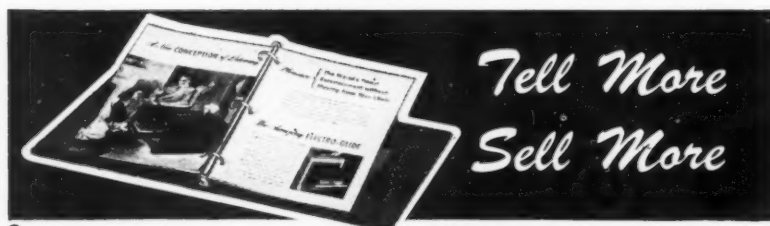
The Sioux City Retail Trade Area\* was one of three test markets used in an introductory advertising campaign for a new soap detergent soon to be distributed in the entire West and Middle West.



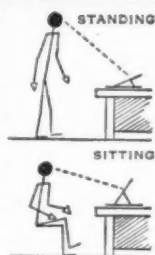
E. B. Vaughan

Mr. E. B. Vaughan, manager of Seavey & Flarsheim Company, Sioux City food broker for the new product, has this to say about the results of the campaign: "It was our problem to get as many retailers to carry the new product as possible, and thus get a true picture of the sales potential. We used a series of ten newspaper ads in the Sioux City Journal and Journal-Tribune. Result: we got 99% distribution in Sioux City and in seven counties in our retail trade area. The Sioux City Journal and Journal-Tribune newspapers were directly responsible for the wonderful success of this campaign."

\*Sioux City A.B.C. Retail Trade Area  
(49 counties in Iowa, Nebraska, South Dakota, Minnesota).  
Population—818,400 "Buy Minded" people.



*Tell More  
Sell More*



... WITH A **Displaymaster**

**A Ring Binder that STANDS, SITS or LIES FLAT**

At a flip of the fingers, it becomes a hard-hitting sales tool. Displaymaster props up at a 30° angle when prospect is standing, 60° when prospect is sitting. This better vision means better presentations. Sets up and takes down in a flash; no fussing with gadgets. *Also 100s of Other Items!*

**SEND FOR FREE FOLDER**

**Sales Tools, Inc.** 1224 WEST MADISON ST.  
CHICAGO 7, ILLINOIS

rate volume of figures. Card racks on the box front carry legends telling what each bar represents.

Anyone can operate the SAE. First he must draw crayon lines on the backs of slats to serve as guides. Lines must be arranged so that when they are pulled up level with the top of the box, the length of slat accurately represents figures being illustrated. As his talk proceeds the speaker simply pulls out slats until corresponding lines appear above the slot.

## How Standard Oil Is Building Executive Manpower for Tomorrow

(continued from page 27)

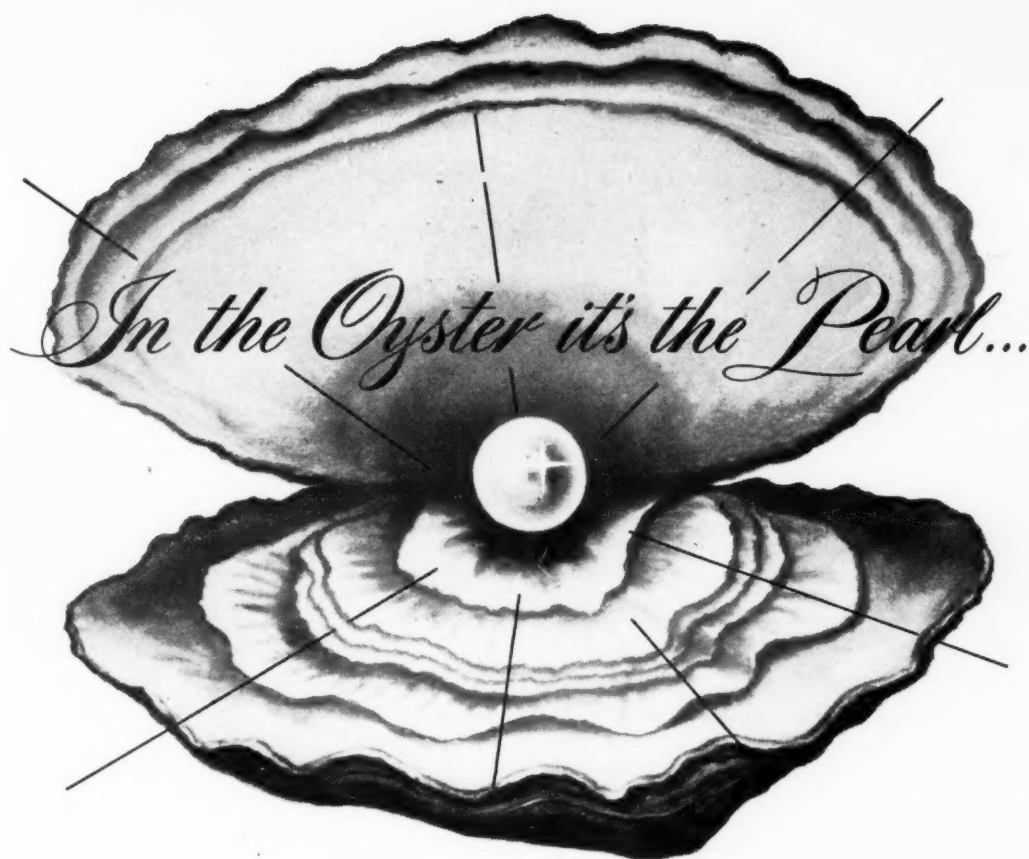
to assess results. What has it accomplished? The company considers that it has been effective on five important points, assuring:

1. Consideration of all eligible candidates for management jobs.
2. A fair and systematic appraisal of each individual on the basis of his abilities.
3. A systematic approach to the long-range development of the men who will eventually assume top-level responsibility.
4. Selection of executive and key staff candidates on the basis of qualifications, performance, and potential.
5. Enhancement of employee morale to know such a system is in operation.

And from the point of view of tangible proof of the value of the program, we have these facts:

Department heads evidence a belief in the objectives of the program. Commonly they call on the services of the Office of Executive Development for counsel on their selections of candidates for key positions. That office says it does not pose as a seer but it believes results derive from the thorough-going consideration of all candidates wherever they may be in the company, the deliberation going into the process and the unbiased viewpoint.

The best proof of the effectiveness of the program is this: Aside from the few jobs which require highly technical and special training where qualified persons were not available internally, all high management vacancies are filled from within the company.



## in Los Angeles, it's the ABC City Zone!



THE RICHEST prize of the vast, sprawling Los Angeles metropolitan area is the highly concentrated ABC City Zone. It's truly the retail gem of Western America. And what a gem! Almost 500 square miles in area, it accounts for 58.6 percent of metropolitan Los Angeles' total population and 71.8 percent of the area's total retail sales.

THIS RICH PRIZE is *yours* when you sparkplug your campaign by using the Los Angeles newspaper that *concentrates more than two-thirds of its total circulation in the ABC City Zone* to lead *all* Los Angeles newspapers in this vital area. *That newspaper is the Los Angeles Evening Herald-Express.*

For the full power of the press,

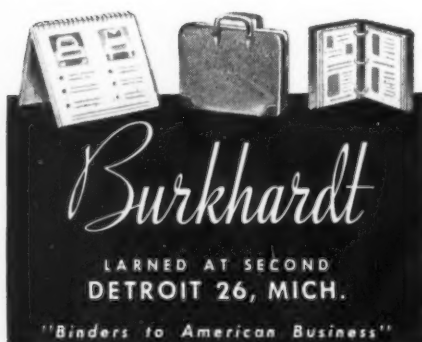
choose the . . . **HERALD-EXPRESS**

Represented Nationally by Moloney, Regan & Schmitt, Inc.



For sales, advertising presentations. Opens quickly for desk-top use. Very compact. Easy to carry. Folds flat. Each clear plastic envelope takes two presentation sheets back to back. Ideal for fast-moving, straight-to-eye sales story. Very economical.

Call or write for salesman  
... descriptive folder



## COMING . . .

### Is Pre-Pack Answer to Frozen Food Competition?

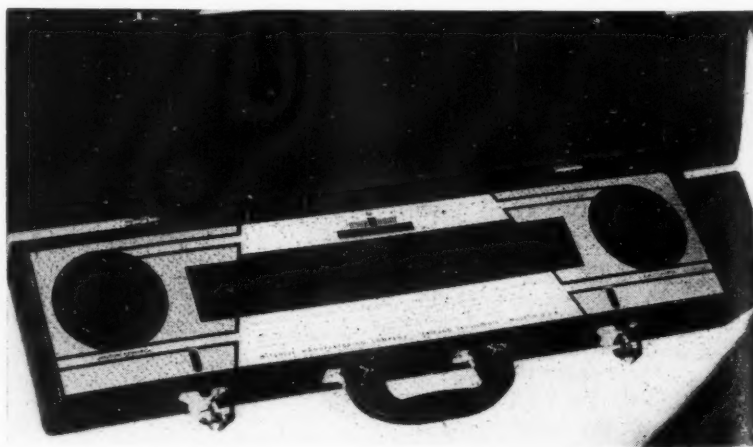
Prediction: Within 10 years 75% of our produce will be offered to Mrs. Consumer in some kind of container. Volume already packaged runs into the billions of pounds. Biggest implication: Many a thus-far-unbranded parsnip or pear, turnip or tomato will become subject to brand promotion.

By Scott J. Saunders

# Tools for Selling



**PROOF OF THE PAINT:** Items: one can, Devco & Raynolds one-coat house paint, and several cans of competitive white house paint; white cards, on which are silhouettes of a black house; a metal precision-made film thickness applicator, tooled to two and one-half thousandths of an inch; turpentine, can opener, measuring spoon and clean-up cloths. These materials are set up on paint dealers' countertops where D&R salesmen demonstrate Wonder-1-Coat paint which, according to D&R, has double the hiding units of "ordinary" paint. The salesman, when talking to dealers, applies with the draw-down bar a two-inch band of Wonder-1-Coat on one of the cards. Paint cuts across both the black house silhouette and the white background. The draw-down bar (\$15) insures even film thickness. Dealer does the same thing with other brands of exterior house paint he has in stock. Dealer then sees that Wonder-1-Coat, contrary to other brands, completely conceals any signs of a dividing line between the black and white parts of the card—thus proving superior hiding power. Card is left with dealer to be used as a point-of-purchase display piece.



**FOR HOME CALLS:** This is a portable, full-size replica of the control panel for Weath'r Dial room air conditioners made by Mitchell Manufacturing Co., Chicago. The case enables salesmen to show the ease with which prospect can control his own climate with a one-knob touch, gives prospect a chance to handle controls himself in his own home, and saves the salesman's time in explaining air conditioner operation. Mitchell finds it an interest-arouser. All Mitchell representatives and dealers are using it. The size of a piccolo case, the tool weighs three pounds, is velvet lined and covered with simulated alligator leather. This is the latest in the growing list of step-by-step sales aids Mitchell uses to explain features of the 1962 models. Case by Carder Case Co., Chicago.

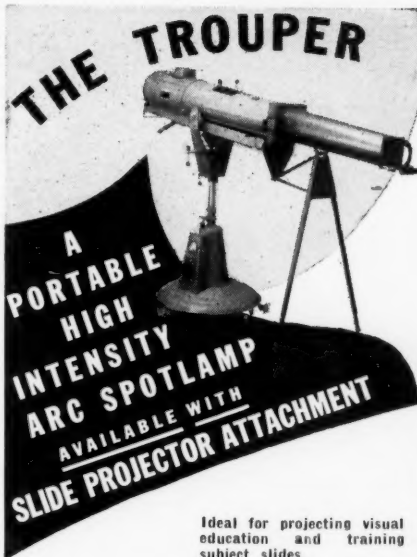




**DEMONSTRATION HANDBOOK:** Lathe, saw, disc sander, horizontal drill, vertical drill . . . How can I convert this power woodworking tool from one accessory to another? Can I use Shopsmith on regular house current? What about oiling and greasing? Magna Engineering Corp., Menlo Park, Calif., manufactures and sells the Shopsmith, a home woodworking tool, and conducts demonstrations with it in 2,000 retail outlets—where prospects' questions come thick and fast. Each demonstrator salesman is armed with this information handbook, which in itself is a demonstrator. Arrow indicates ratchet-wheel cover insert which can be turned to reveal various operating positions of the power tool. Inside are detail specifications, nomenclature drawings, cut-away views, photographs and answers to the most frequently asked questions. What the salesman doesn't know, he can quickly look up in the pocket-size booklet. Designed by Walther-Boland, produced by A. Carlisle Co., both of San Francisco.



**CAPSULE SHOWROOM:** No more briefcase selling for Esquire Socks—as per the tangle of hosiery in the valise, left. Instead, Esquire has introduced the "Order-Matic," right, which displays the complete hosiery line and, simultaneously, presents the entire advertising and promotional campaign used by Esquire to back up each style shown. Saves time, fumbling, and the physical absurdity of carrying, separately, promotional aids in one hand and a briefcase in the other. And where is that order book? Order-Matic by Sloves Mechanical Binding Co., Inc., 601 W. 26 St., New York City.



Ideal for projecting visual education and training subject slides.

Projects a clean, sharp, clearly defined picture, even on largest screens, with motion picture brilliancy attained on screens up to 22 feet wide.

Projects an intense, quiet, flickerless spot with a sharp edge from head spot to flood. Just the ticket for conventions, expositions and trade shows. Fast operating 6-slide color boomerang.

Plugs into any 110-volt outlet. No heavy rotating equipment necessary. Adjustable, self-regulating transformer is an integral part of the base. Automatic arc control. Trim of carbons burns 80 minutes.

Write for free literature and prices.

**THE STRONG ELECTRIC CORPORATION**  
43 City Park Avenue  
Toledo 2, Ohio

## BIND

12  
COMPLETE  
ISSUES  
for  
**\$3.00**



Never thicker than its contents, this binder expands to hold 12 issues of Sales Management.

No drilling, no punching, does not mar magazines.

Issues may be replaced with ease to keep binder up to date . . . or year and volume number may be stamped on each binder.

Use coupon below for order

**SALES MANAGEMENT**  
386 Fourth Ave.  
New York 16, N. Y.

Gentlemen: Please send . . . binder(s),  
@ \$3.00 each, to:

Name . . . . .  
Address . . . . .  
City . . . . . Zone . . . . .  
State . . . . .



**PORTABLE PULPIT**—enables you to read text for films or slides in a darkened room, while facing audience. It has a button switch for signaling projector operator and an 11 ft. plug-in extension cord. All aluminum. Black wrinkle finish. Light as a feather—almost. \$12.50 plus postage.

**ORAVISUAL COMPANY, INC.**

68 Jackson Street Stamford, Conn.  
Manufacturers & Distributors of the  
**ALL-PURPOSE, PORTABLE ALUMINUM EASEL**

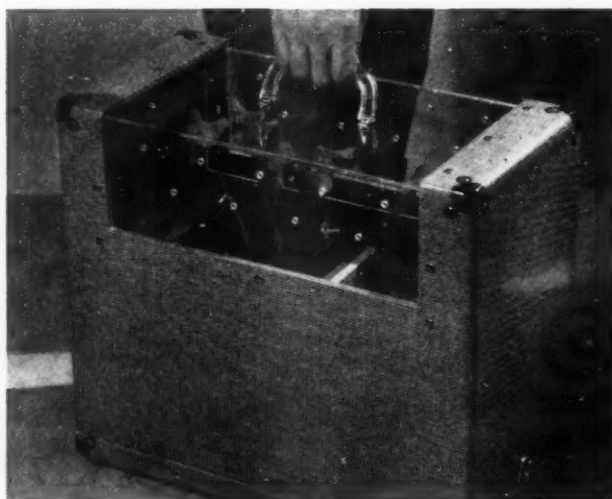
*Mark your product*



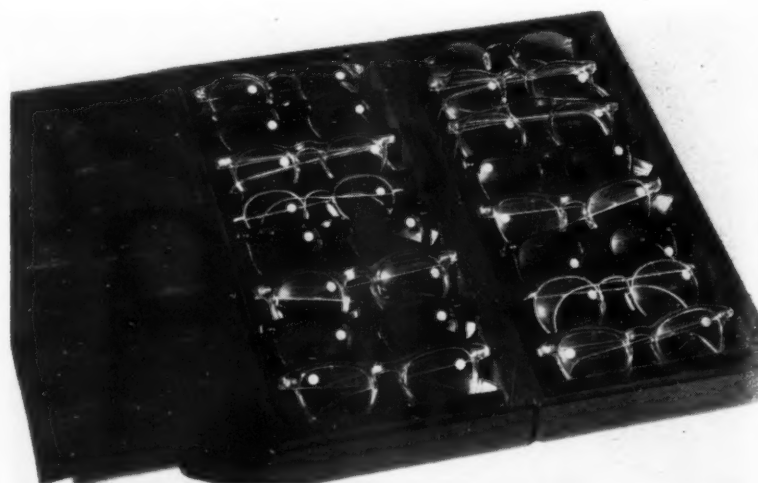
Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality... marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

**CHICAGO THRIFT-ETCHING CORPORATION**  
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J  
Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana

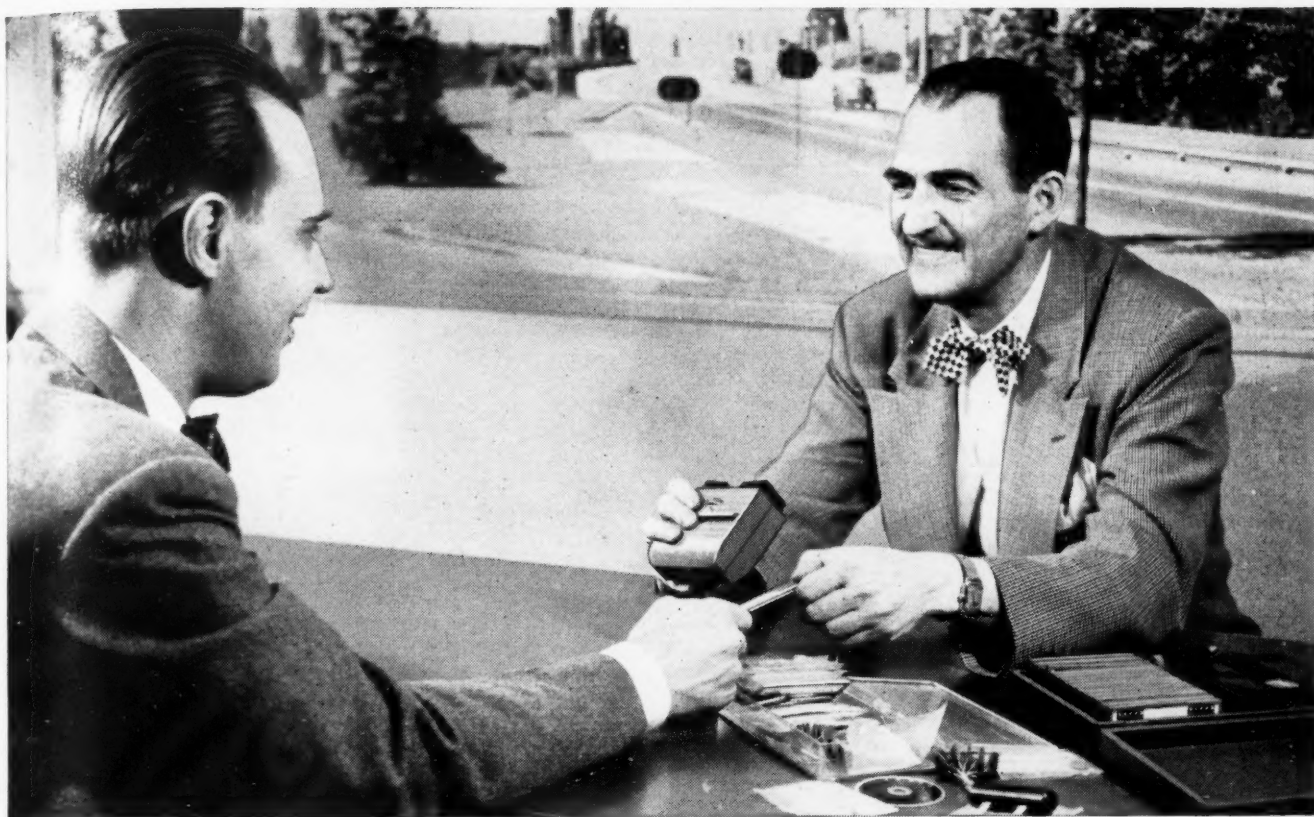
## Tools for Selling (cont.)



**STOP, LOOK, LISTEN:** It's a portable greenhouse and shipping case. Inside are two begonia plants. One plant, having outgrown its mate, seems a little more ambitious than the other. The virility of the more robust plant can be accounted for, believes Monsanto Chemical Co., St. Louis, because the soil around it has been treated with a new soil conditioner called Krilium. Although no sales of Krilium will be made until the economics and performance of the product have been thoroughly tested, Monsanto is anxious to show agricultural chemists and soil specialists the effectiveness of its product, which was first announced December 29, 1951. The portable greenhouse assures careful handling of the growing plants. Perforations in the case provide for circulation of air, prevent clouding of transparent plastic. Case designed by William Anton Lang, Monsanto designer, built by Ad-Craft Displays, Inc., St. Louis.



**FOR INSTANCE:** Eyeglasses used to be just that—two lenses with an unadorned frame, and folks bought them to improve their perceptive abilities. Nowadays, frame stylings come under the heading of high fashion, and frames must complement the hair, the cocktail dress. For example, Pennsylvania Optical Co. salesmen deal in metal frames, plastic frames in flesh and demiamber, half plastic and half metal in flesh plastic and white metal. And when they call on optometrists, salesmen must be able to show a "for instance" when they discuss style. That's why they carry sample cases like the one above. This one, lined with maroon velvet, holds 16 pairs of reading glasses, and gives salesmen a chance to show colors, materials and styles of the entire line. Case manufactured by Kelley and Hueber, 4054 Haverford Ave., Philadelphia.



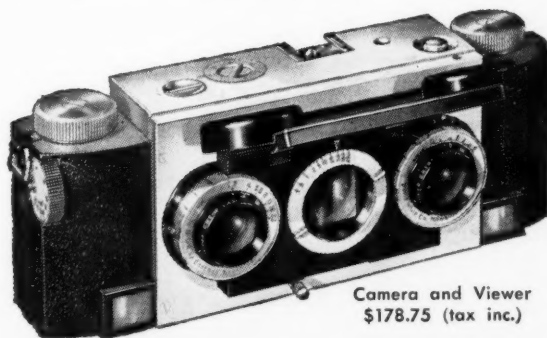
"Stereo Realist is the most successful visual sales aid we've ever used"

says **ROBERT MUELLER**, Sales Manager,  
Distributor Div. Centralab—A Division of Globe-Union Inc.

**Realist** CENTRALAB manufactures component parts for the electronics industry. Although the individual items are small, many of the finished products—television sets, for example—are large. Centralab salesmen cannot carry TV chassis around in order to show their products in use. Nor can they be sold with ordinary photographic prints.

Stereo-REALIST slides—in full, natural color and true-to-life depth—have proven to be a dramatic answer to Centralab's visual selling problems. Each salesman is now equipped with a REALIST sales kit, which includes a REALIST Viewer and a set of slides in a compact carrying case. Prospects can study every detail of construction without leaving their offices. And REALIST transparencies always get their undivided attention, too.

Present commercial users proclaim the REALIST to be "the world's finest visual selling aid." It's the ideal personal camera as well. But you must see REALIST slides to appreciate their full impact. Ask your nearest camera dealer or commercial photographer to show you some or for catalog write **DAVID WHITE COMPANY**, 385 W. Court Street, Milwaukee 12, Wisconsin.



Camera and Viewer  
\$178.75 (tax inc.)

## STEREO Realist

THE CAMERA THAT SEES THE SAME AS YOU

Stereo-REALIST Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.



ST63  
REALIST  
HANDI-VIEWER

ONLY \$9.50

### NEW, LOW-COST REALIST HANDI-VIEWER

Introduction of the REALIST Handi-Viewer means that commercial users of stereo can now effect a considerable saving. Although the price is low, quality is high. The Handi-Viewer has the same fine lens . . . same brilliant illuminating system . . . same picture size as the ST61 REALIST Viewer. Lights up with slight finger pressure on the slide. Focussing knob is centrally located. Convenient, pocket size. Attractively styled and sturdily constructed of heavy-duty plastic.



# It's 2 to 1..

**your profits are in  
40,000 fast-food places!**

Quick eating means quicker profits... serving twice as many people at a counter (instead of half the number at tables). That's why many restaurants are adding fast service... and a raft of fine new quick service eating places are appearing in hotels, along highways, in drugstores—everywhere. They're serving everything from a sandwich to a full course meal—fast. And they're the fastest-growing slice of the restaurant business.

## What the market needs

It takes new layout and operation techniques, modern equipment, tons of food and supplies... to keep 40,000 fast food eating places actively growing. FOUNTAIN & FAST FOOD SERVICE has expanded its editorial coverage to help with planning, serving, merchandising, buying. It has expanded its circulation to cover the growing field. And its advertising pages, too, are expanding, as more makers of equipment and materials, suppliers of food and drinks, use FOUNTAIN & FAST FOOD SERVICE to sell the most aggressive merchants in the restaurant market.

*only 1 magazine combines all 4*

## FOUNTAIN & FAST FOOD SERVICE

- serves the fountain and fast food field exclusively
- covers all methods of cooking and serving and equipment for fast service
- offers audited circulation
- gives national coverage to the market

**FOUNTAIN &  
FAST FOOD  
SERVICE**

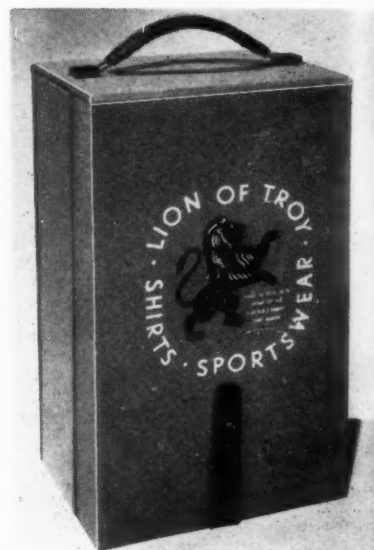
386 Fourth Avenue,  
New York 16, N. Y.

1902 50th Year of Publication 1952



## Tools for Selling

(cont.)



**SHIRTS FOR SALE:** Built for speed and attractiveness, this shirt display tool enables the salesman to quickly reach the climax of his sales interview, since the major points of product information are clearly and dynamically stated on the inside of the kit. The merchandising principles involved are thus graphically illustrated and remain before the salesman and buyer for the entire period of presentation. Used by salesmen of M. Nirenberg Sons, Inc., New York City to show specific styles of Lion of Troy shirts to buyers, the three-shirt kit folds into an easily carried package (right). Note prominence of trademark. As a further help to salesmen, the Nirenberg office follows up each interview by mail, restating to the buyer the product values—thus double-barreling the initial call. Says Nirenberg: "We feel that reinforcing our salesmen's effort at the managerial level of promotion and sales management is as great a help to the effective completion of a sale as any other single thing we can do." Kit designed and manufactured by Brewer-Cantelmo Co. Inc., 116 East 27th St., New York City.

**Coming June 15 . . .**

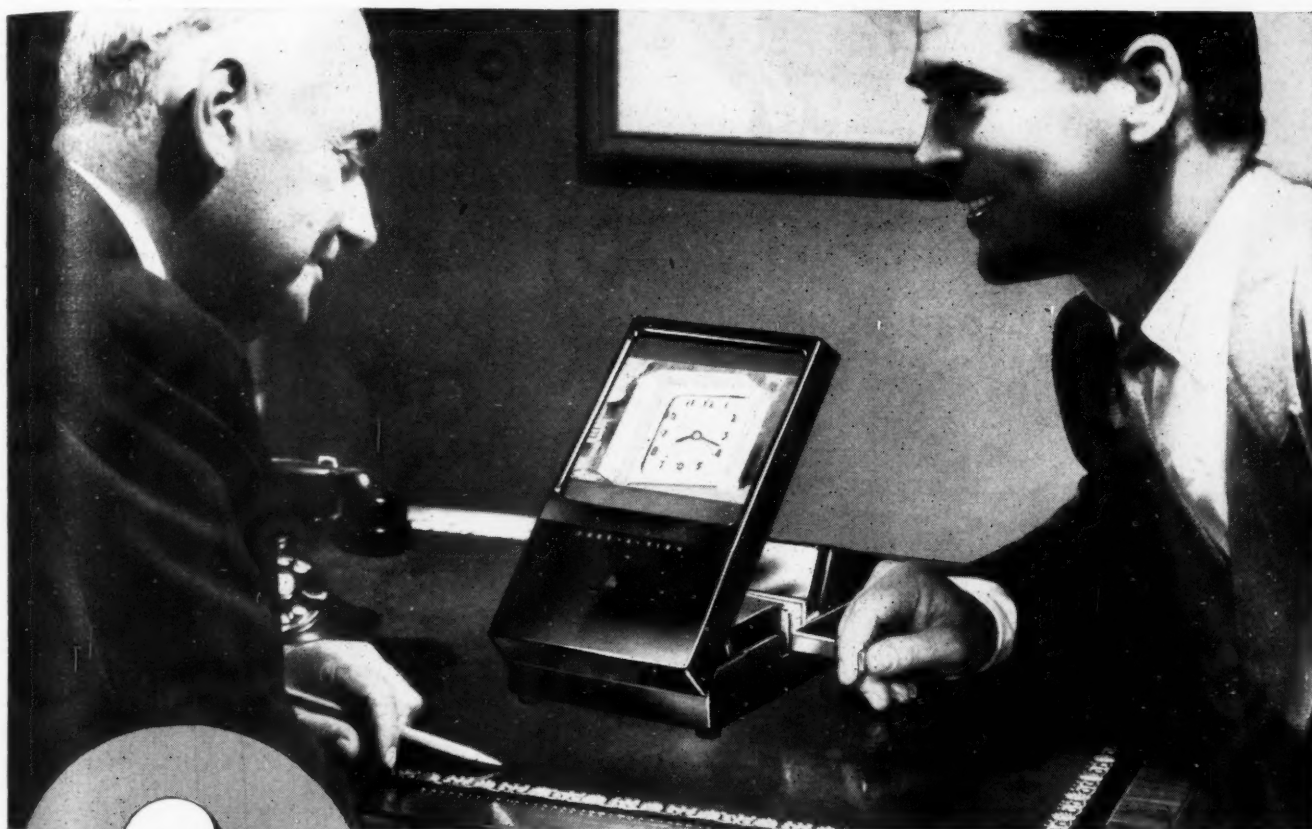
## 17 Factors in Effective Sales Executive Leadership

By Burton Bigelow

SM's editors consider this the finest single article ever offered to the magazine's readers on leadership. We think you will want to place it in the hands of every man in the company who directs the work of other men in the sales department.



# More sales... Less cost



**fr**

## PORT-A-VIEW

If you use no other gauge but results—you'll recognize the superiority of the FR Port-A-View. For now you can show slides of your products and services in full natural color in ordinary room light without bulky or costly equipment. So light in weight... so easily portable... the FR Port-A-View makes *every* desk a selling field. It weighs a scant 4 pounds, yet pictures are shown enlarged 4½ times, clearly, brilliantly, effectively. Visual selling is demonstrating—that's why a demonstration of the FR Port-A-View will prove that this is the greatest "sales-clincher" your salesmen have ever had... prove it so convincingly you'll want one for every member of your staff. Write or call for full descriptive booklet.

### New Visual Selling Aid

Projector, Automatic  
Slide Changer,  
Viewing Screen  
All in One Compact  
Folding Unit

**\$49.95**

Eveready Case  
\$14.95



THE FR CORPORATION, 953 BROOK AVENUE, NEW YORK 56, N. Y.

MAY 1, 1952

# 15 Ways to Improve Relations With Industrial Distributors

You want distributors to be an intimate part of your distribution team, but your salesmen should know when to draw the line between courtesy and over-familiarity. On how many of these 15 points would you agree with Mr. Brendel?

**BY LOUIS H. BRENDEL**

*Merchandising Manager, James Thomas Chirurg Co.*

If the relationship between a manufacturer and his distributors is to be profitable and pleasant, both parties should observe certain rules. Let's examine some of them:

## **1. Write It into Your Policy:**

When a manufacturer regards his distributor policy as important, he should put it in writing. For example, the Carboly Department, General Electric Co. declares:

"Distributors shall provide Carboly with regular reports of total sales made to individual customers of Carboly products . . . and Carboly shall provide field sales engineers actively to work with distributors as necessary in properly educating distributor personnel and supporting their sales and service efforts by co-operative action."

**2. Don't Play Favorites:** Whenever a manufacturer has more than one distributor in a marketing area, the manufacturer's salesman should be constantly on the alert to avoid being partial to, or doing favors for, one distributor and not the others. This may, at times, be difficult because we are all inclined to do nice things for people who do nice things for us.

Smart distributors realize this and deliberately "sell" manufacturers' salesmen in numerous ways. For example: If the salesman works out of his home and has no office, one distributor may offer him the use of a desk and secretarial service. If the salesman accepts, he becomes immediately obligated to this distributor. Incidentally, because he is on the ground he also becomes available to calls from that distributor's salesmen for help on specific sales problems.

Another example: A shrewd dis-

tributor periodically awards a gold watch, with fitting ceremonies, to the manufacturer's salesman who has been most cooperative with his organization. What salesman is likely to fail to continue to favor a distributor who has so honored him? In many cases, the distributor is socially and financially in a position to obligate a company salesman and profit from it later. Whenever a salesman has to maintain an impartial position between more than one distributor in a territory, it behooves him to avoid any entangling alliances. In so far as possible, he should treat them all alike.

**3. Make It a Partnership:** A partnership cannot function fairly unless both parties are mutually considerate. For example, when a distributor is older and experienced and the company salesman is young and green, it may not be difficult for the distributor to frighten the salesman and domineer him. Then there is the company salesman who condescendingly accepts the distributor (because it is a company policy), but who really looks down on him. Obviously, both viewpoints lead to a poor relationship and pave the way for more sales for competitors.

**4. Call More Frequently on Distributor:** Eighty-nine percent of the distributors in a recent survey feel that their manufacturers' representatives do not call on them frequently enough. In most instances, there are probably two reasons for this inadequate call frequency: (1) The salesman has too large a territory to spend as much time with each distributor as the latter would like; (2) the distributor's attitude toward the company salesman is such that the salesman does not particularly like to call on the distributor.

**5. Make More Calls with Distributor Salesmen:** Sixty-three percent of the distributors feel that manufacturers' representatives should spend more time with their sales groups; 37% feel that the present schedules are okay. Here's how distributors feel manufacturers' representatives should divide up their time: 39% calling on customers with distributor salesmen; 24% with dis-

## **Sales Engineers' Duties**

Sales engineers of the Carboly Department of the General Electric Co. who call on industrial distributors have these printed instructions:

### **Specific Responsibilities**

**1. Customer calls with all (distributor) salesmen**

**2. Use each call as a means of possible teaching at point-of-purchase:**

- (a) How we sell
- (b) Product knowledge
- (c) Application
- (d) Maintenance
- (e) Use of standards
- (f) Plant survey
- (g) Centralized control
- (h) User training
- (i) Trouble shooting
- (j) Sales of other carbide-tipped items

**3. Calls to work with salesman on specific jobs**

**4. Complaints and trouble-shooting calls**

**5. Calls to investigate unusual orders and to follow large quotations.**





## Every Man, Woman and Child in the U.S.A. Can Go Riding at the Same Time

**I**n the U. S. A., competition is basically responsible for better cars at lower comparative cost. We enjoy the use of three times as many cars—and annually produce four times as many cars—as the rest of the world put together. There are approximately 43 million autos—and 9 million trucks and buses—in use in the U. S. A. today. That's more than enough to take everyone riding at the same time.

By stimulating the sale of the new and the resale of the old, our competitive system achieves widespread ownership of automobiles, as with almost everything else. In most foreign countries, out of necessity people make things last as long as possible. In the U. S. A., vigorous competition prompts improvement, refinement and continuous progress. Buyers of new cars get maximum value, because each manufacturer competes actively for the new-car dollar. Lowest-income groups benefit by the lowered prices of used, yet essentially useful, prod-

ucts. Overall result: Steady jobs, good wages and the world's highest standard of living. In most of the rest of the world, luxuries come within reach of only the rich. In the United States, the irresistible drive of competition invents, mass-produces, advertises, distributes and sells—so that most of the miraculous products of modern living are within the reach of all.

Free competition—like freedom of speech, press and religion—is a dynamic part of Uncle Sam's character. Let's keep it free, so that the U. S. A. continues to be the greatest country in the world.

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THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER OF PEOPLE

MAY 1, 1952

99

tributor management group; 22% with distributor salesmen at the office; 5% with counter men, and 10% calling direct on trade alone.

One of the best ways to educate distributor salesmen is for manufacturer representatives to make calls with them. These calls are naturally made on the distributor salesman's regular prospects and he should be alert so that he can repeat what the manufacturer's "expert" says when at any later time the prospect might inquire. This missionary work demands real sales ability for many small products such as valves, traps, abrasives, cutting tools, packing, etc. Unless this manufacturer salesman can get some orders during his calls, the distributor salesman always can alibi something like this: "How do you expect me to sell those gadgets when the company expert, himself, can't even sell them?"

### Work with Bellwethers

It is not necessary to make calls with each and every one of a distributor's salesmen. Pick out the two or three key salesmen and work with them. If your representative sells these bellwethers on your line, they in turn will sell the other salesmen in their organization.

Even though the majority of distributors appreciate the value of having manufacturer salesmen make calls with their men, there are still a few who resent having manufacturer salesmen call on their prospects, even in company with their own salesmen.

**6. Notify Distributors in Advance of Manufacturer Representatives' Calls:** *Mill & Factory's* survey disclosed that 97% of the distributors believe that only by getting notice in advance of a manufacturer representatives' calls can they receive the maximum benefit of this sales assistance. Yet, despite this, there are approximately half of all the manufacturer representatives who prevent their distributors from utilizing their services more effectively by failing to notify the distributors, in advance, of their visits. Some distributors feel so strongly about advance notice that they refuse to see representatives without advance notification. They claim that without advance warning, they have no chance to schedule their salesman's time and, as a result, the representative wastes not only his own time but their salesman's time as well.

About this point, many a manufacturer's representative may also be suffering from a "slow burn" as he thinks back on the number of times

## Does Your Distributor Meeting Have at Least One of These Objectives?

"Here are the objectives most commonly sought in manufacturer-run sales meetings\* for distributors. Be sure that at least one of them is the reason for your meetings:

- "1. To introduce new products, improved or restyled products.
- "2. To organize a selling campaign on the line or on seasonal or special products.
- "3. To discuss new markets; to demonstrate new selling aids.
- "4. To brush up on the manufacturer's products, his policies, his programs.
- "5. To introduce and indoctrinate new personnel.
- "6. To explore ways and means of improving volume and performance on a line or a specific product.
- "7. To create an atmosphere of mutual respect and understanding between manufacturer and distributor.

"Unless each manufacturer-distributor sales meeting on your schedule achieves at least one of the foregoing objectives, you should have enough fortitude to ask yourself: 'Why a Meeting?' In most cases there is ample opportunity to cover several of these goals in any meeting."

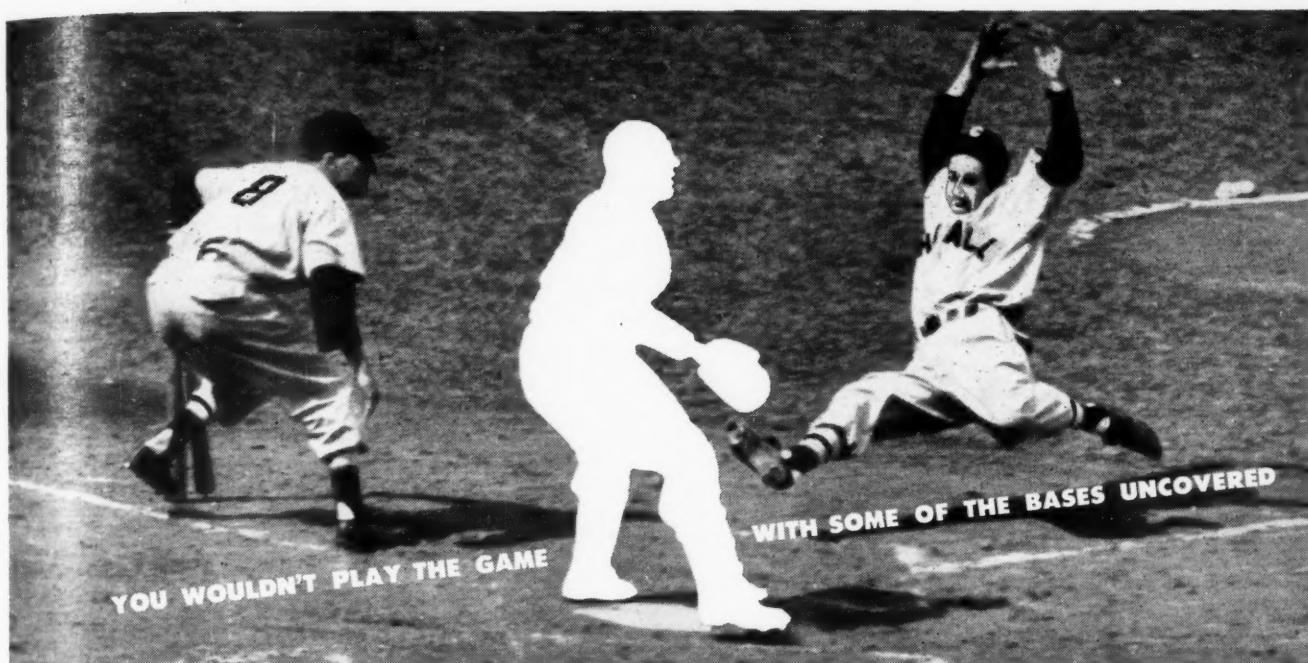
\*From "Are Your Sales Meetings Profitable?"

he sat around in a distributor's office, waiting for a salesman with whom he was scheduled to make calls—after he *had* provided due notification. There are derelictions on both sides, but they run up selling costs and can be avoided.

**7. Conduct Worth-While Sales Meetings:** The majority of industrial distributors and manufacturers agree on the desirability of holding sales meetings to coach the distributor's personnel on the merits of the manufacturer's products. But certain distributors, after witnessing a series of mediocre sales meetings put on by manufacturer representatives, have soured on sub-standard meetings. They rightly feel such gatherings are a waste of time and inexcusable. In an attempt to prevent this, some distributors insist on special speakers from the manufacturer's plant and will not permit meetings conducted by the manufacturer's regular territorial representative. Anyone who has attended distributor sales meetings, can appreciate why a distributor will set up such restrictions, and will sympathize with him.

**8. Conserve Each Other's Time:** Both the manufacturer's representative and the distributor's personnel should carefully avoid wasting the other's time.

Robert H. Burdsall of the Russell, Burdsall & Ward Bolt and Nut Co., Port Chester, N. Y., shows a keen appreciation of this commodity "time" when he says: "One of a company salesman's greatest assets is time . . . and it is just as valuable to the distributor. So each call should be planned in advance to make the greatest use of time in discussing, not the weather, not baseball scores, but the sale of our products through the distributor, so that the latter derives some 'owner benefit' in the form of greater or more efficient sales and thus more profit. Maybe the distributor will be interested in our advertising, especially that devoted to promoting the industrial distributor. Maybe we have an improved method of manufacturing a certain product which should make it easier to sell. Maybe a product we are not now furnishing can be purchased with other items for greater efficiency. Maybe a new method of packaging



Your distributor salesmen are a part of your sales team, just like your own men. They're heavy hitters (annual sales volume per man \$250,000) but you hurt their form if you don't give them the advantages of personal contact, coaching and sales assistance . . . the same as you furnish your own sales force. To win for you, your distributor salesmen must be integrated into your team. It's extremely important to include these "most valuable players" in your sales thinking and planning. Ignoring this part of your sales force is like trying to play ball with some of the bases uncovered . . . you need all your manpower to win. Give them sales help . . . send them sales data . . . keep them well informed on your line . . . in return, they'll do a better job of selling your product.

## Industrial Distribution

THE ONLY MAGAZINE PUBLISHED EXCLUSIVELY FOR INDUSTRIAL DISTRIBUTORS AND THEIR SALESMEN



A MCGRAW-HILL PUBLICATION



330 WEST 42nd STREET, NEW YORK 36, NEW YORK

MAY 1, 1952

101



Paul V. Galvin, President of Motorola Inc., says...

*An organization on the move needs a fast mover... We use Flying Tigers*



Thousands of America's leading companies are using Flying Tiger Air Freight. **Are You?**

**FLYING TIGERS... ANOTHER BUSINESS BUILT ON 'CAN DO'**

Write for "THE AIR FREIGHT WAY TO LOWER COSTS AND BETTER SERVICE"

*The Flying Tiger Line Inc.*

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will reduce the cost of handling. The salesman should leave the distributor feeling that the time has been well spent, to the advantage of both."

**9. Distributors' Stocks:** The handling of distributors' stocks may be an indication of the relationship between a manufacturer and a distributor. The *Mill & Factory* survey shows that in seven out of 10 cases, the distributor accepts the manufacturer's stock recommendations with the condition that slow-moving items be exchanged for fast movers after a reasonable period. Understanding manufacturers realize that they have not really made a sale until their products leave the distributor's shelves... that any workable stock arrangement must be a case of give and take. They rely on the discretion of their local representatives and zealously avoid "loading" or overstocking a distributor. Although some insist on a minimum stock requirement, they never compel distributors to carry slow-moving articles and do not question returns. Three out of eight manufacturers make no charge to their distributors for exchanging slow-moving stocks. And four out of the eight impose a charge of only 10% or less for the privilege of swapping stock.

#### 90 Out of 100 Inspect

When the manufacturer representative and his distributor have a cooperative relationship, the representative periodically checks the distributor's stock to make sure it is "live" as well as large and varied enough to handle anticipated local orders. Today, no less than 90 out of 100 manufacturers regularly inspect their distributors' stocks. At a recent manufacturer's sales meeting, we heard a young representative complaining about one of his distributors who would not permit him to check his stock. This clearly indicated a lack of confidence on the part of the distributor for his representative. An old-timer told how he had overcome a similar situation. He requested permission to straighten out this distributor's stockroom and spent two days cleaning up and arranging the bins for his products, so that you could see at a glance what items were in stock, what items were related to each other—making the entire line more understandable.

Field checks indicate that there are still slightly less than 30% of the distributors who are "rugged individualists" and who resent manufacturers looking over their stocks and

suggesting proper stock level maintenance. The majority welcome it and feel that it is the manufacturer's duty.

**10. Ride Herd on Literature and Promotional Material:** A certain amount of product literature and promotional material is wasted today by distributors either through carelessness or obsolescence. An alert manufacturer's representative frequently can keep an eye on his distributor's stocks of his company's sales promotional aids and prevent waste by exercising control and suggesting use before obsolescence takes place. Progressive distributors should not resent this cooperation.

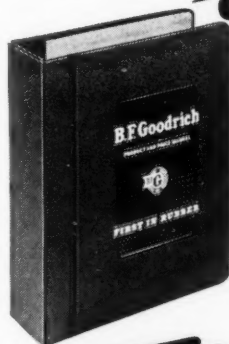
**11. Encourage Clinics and Shows:** It should be the duty of a manufacturer's salesman to encourage the distributor to hold local product shows and clinics in the distributor's place of business. He should assist by providing suitable display material, and cooperate by being present.

**12. Visits of Distributor Salesmen to Factories:** There is more agreement among distributors as to the value of visits by their salesmen to manufacturers' plants as a part of their training than on any other subject—better than 97%. Yet, with this unanimous approval, factory training programs are provided by slightly less than half of the manufacturers. Backing up their belief in these visits, 83% of distributor salesmen visit suppliers' plants to learn more about their products. Who pays the cost of sending these distributor salesmen to factory training courses? About one-fifth of the visits are paid for entirely by the manufacturer. An almost equal number is paid for by the distributor. In 60% of the visits, however, both of them share the expense. The average size of training groups is 10 distributor salesmen.

**13. Show How to Use Catalogs and Price Sheets:** Relations between distributors and manufacturers are improved by a conscientious effort on the part of the manufacturer's representative to make it easy for price clerks and telephone order salesmen to use this supplier's catalogs and price sheets. Distributors should encourage this activity on the part of manufacturer salesmen.

**14. Be Sympathetic:** The manufacturer's representative should listen sympathetically to the distributor's gripes. But he should screen them and not bother to report them all to headquarters. Suggestions should get the same treatment. A salesman

## HEINN Loose-Leaf Catalogs Increase Sales Impact



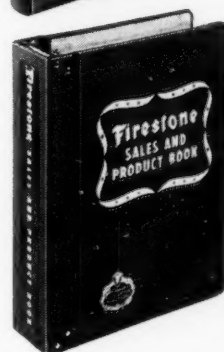
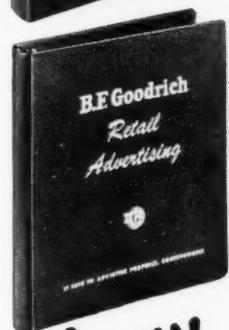
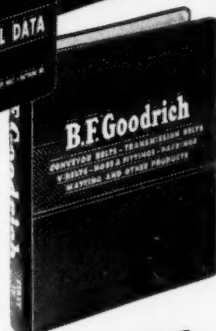
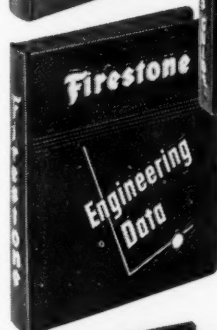
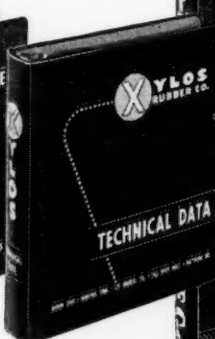
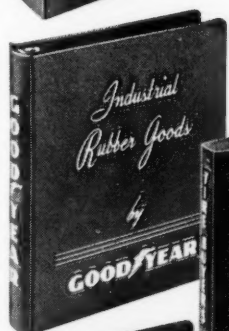
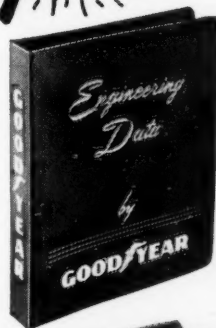
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- PRICE and PARTS BOOKS

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- PROPOSAL COVERS

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• The Heinn customers represented here are top-caliber manufacturers and merchandisers. They know the relation of Heinn custom-designed catalogs to high-performance, low-cost selling. Like leaders in all industries, big-name rubber companies depend on Heinn for the extra sales impact of really distinctive loose-leaf binders ... at the lowest operational cost per unit per year.

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Originators of the Loose-Leaf System of Cataloging

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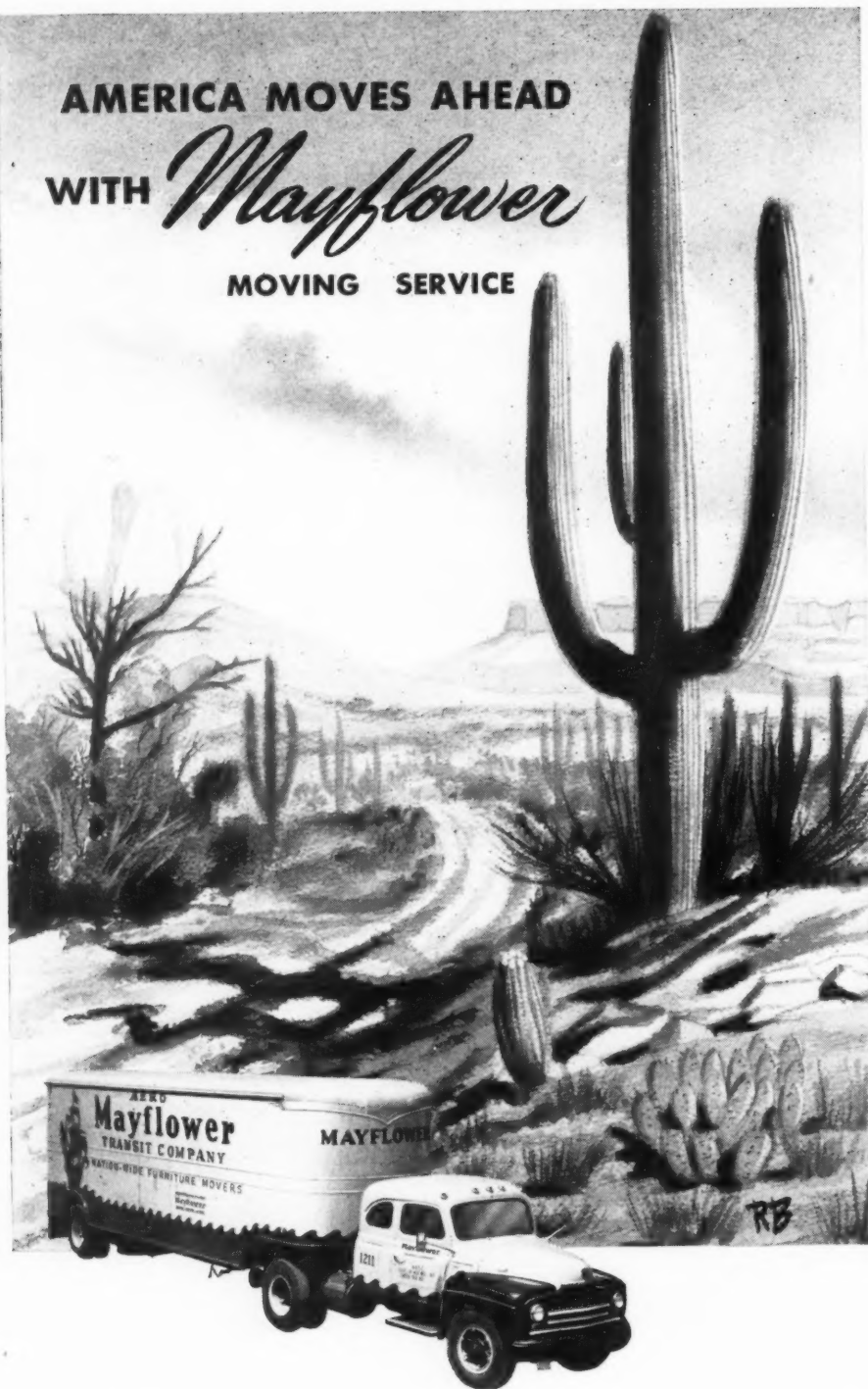
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**AMERICA MOVES AHEAD**  
**WITH** *Mayflower*  
**MOVING SERVICE**



**W**HEREVER YOU GO in this beautiful country of ours, the brilliant green and yellow Mayflower vans with the big red letters on the side are part of the scene. Mayflower vans travel more miles every year than any other long-distance mover, helping America move ahead in peace and in war. Mayflower is the safe, easy way to move long-distance anywhere in the United States or Canada. Try it!

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should not worry the main office with every squawk he hears—or suggestion either. It is well to remember that there are two types of distributors whose comments should be carefully evaluated: those who always are complaining about something, and those who never find anything about which to complain. Both the distributor's salesman and the manufacturer's salesman should be on the alert for new sales techniques used by the distributor's salesman and by competitors' salesmen, and report worthwhile ones to the manufacturer's sales manager.

**15. Be an Auxiliary to the Advertising Department:** Each manufacturer's salesman should understand and sell his company's advertising philosophy and strategy to his distributors and point out how this advertising is planned to help the distributor. The manufacturer's salesman and the distributor should function together as field research reporters for the manufacturer's advertising department, furnishing ideas for the distributor.

If your relations with your distributors are not in tiptop form, now is a good time to brush them up—to be ready when tougher selling days return.

### 71% of Consumer Marketing Expense For Salesmen

Last year, to sell the goods for which consumers paid the round sum of \$151 billion, our manufacturers, wholesalers and retailers spent \$17.3 billion in advertising, promotion and salesmen's salaries and commissions. Nine cents of every consumer dollar covers every form of direct selling expense, according to an analysis made by Sidney W. Dean, Jr., vice-president, McCann-Erickson, Inc., N. Y.

Manufacturers spent \$3,300,000,000 in consumer selling expenditures:

Advertising	\$2,100,000,000
Promotion	700,000,000
Salesmen	500,000,000

Wholesalers and retailers spent \$14,200,000,000—or more than four times as much, as follows:

Advertising	\$1,600,000,000
Promotion	600,000,000
Salesmen	12,000,000,000

These are corrected figures for a Pictograph page on page 67 of the April 15 issue which contained badly scrambled figures for the expenditures of wholesalers and retailers.



# Radiant's Phone Quiz Trains Salespeople

It's a commercial variation of "Stop the Music" with prizes for salesmen who correctly answer questions put to them by Radiant's president. They can't miss—if they've studied and digested their training booklet "Know Your Stuff."

BY H. Y. FELDMAN

Sales Manager, Radiant Manufacturing Corp.\*

Like most specialty manufacturers we are unable to maintain any sort of direct contact with all of the persons who sell or who might sell our products. There are thousands of dealers who sell our projection screens and only a few of them are photographic supply houses. Drug and department stores and even little general stores account for much of our volume.

Under these circumstances it is evident that we have little opportunity to conduct any sales training work with these people. Nor could we afford a regular sales training program sufficiently extensive to cover every outlet. However, we feel that the problem has been neatly solved through the medium of our sales training contests.

Most recent of them was the "Know Your Stuff Telephone Quiz" which was built around a small sales manual titled "Know Your Stuff." This 16-page booklet contained brief lessons in selling with particular emphasis on selling our products. Winning a prize involved selling a single item in our line, telling why our line was preferable, and being prepared to answer specific questions as set forth in the manual.

To promote the contest, we sent to each of our dealers a large promotional piece announcing the contest and setting forth the rules. With the announcement went an offer of a promotional kit which included streamers and other window display materials, counter cards, direct mail pieces, radio spot scripts . . . and, of course, everyone received a copy of the manual.

Concurrently all our screens were shipped with contest entry cards enclosed in the packages. When a salesman had completed a sale he was

invited to fill out the card, stating what particular item he had sold and why he preferred to sell Radiant screens. These were sent to R. L. Polk & Co., Chicago, a firm of professional contest judges who determined the eligibility of entries and passed lists of qualified entries on to our organization.

In all, five of these lists were used for five telephone quiz contests. From them H. E. Eller, our president, personally called the qualified entrants in the order in which the Polk organization had listed them, until 25 winners had been selected. Selection was on the basis of a single question which the contestant had to answer without hesitation and, of course, correctly.

The first contestant to answer a question correctly received a \$500 U. S. Savings Bond. The second winner received a \$200 Savings Bond. The third, fourth and fifth winners received \$100 bonds and the next 20 successful contestants were given \$50 bonds.

All calls were put on tape to avoid kickbacks from eligible contestants who did not win bonds. It is well, too, to note that all mail pieces for a contest of this sort should be cleared with the post office department. Generally, a contest should require some degree of skill and its purpose should be educational.

We are happy with results. Some measure of the success of the contests is indicated by the fact that more than 2,000 entries were received. Our distributor salesmen reported that the stores where they made calls evidenced considerable interest. As a corollary of dealer interest, the contests did much to build good will among distributor salesmen who carry our line along with thousands of others in their books.

\*Chicago, Ill.

## Which little girl brought Sunshine into more homes?

Sunshine Biscuits

know the answer . . .

The same sunny smile on the same little girl in two identical ads—yet, one ad pulled 44% more readers per dollar because Sunshine Biscuits put it in Parade, America's best-read magazine.



Here's how the figures stack up: Parade delivered 233 readers per dollar. Another major picture magazine, only 162.

Unusual? Not at all! Over the past 3½ years, Parade produced more readers per dollar in 651 out of 670 identical ads seen also in weekly and monthly magazines.



Smart editing is the secret. And Parade, delivered with Sunday newspapers in 34 cities, brings you 5 million circulation, which means 20% or more family coverage in 2,000 rich markets.

Want your advertising to reach more homes?

Move into  
**parade**

Chrysler Bldg., New York City

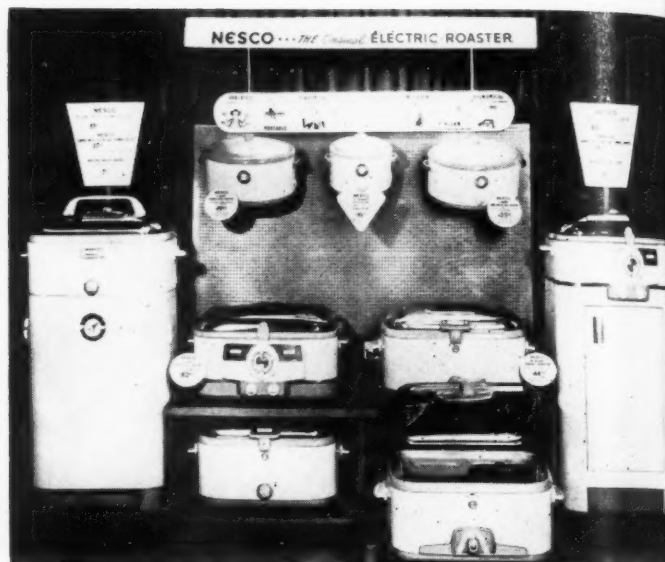


**FOR WEEKEND CARPENTERS:** "I don't want a thousand board-feet—just enough to finish off the nursery." These "Handy Panels," in self-service racks, are in odd-job sizes, mean less waste for Saturday's fix-it session. Display holds small sizes of plywood Douglas fir panels produced by West Coast plywood manufacturers.



**FOR VOLUME:** Minute Maid Corp. has purchased this dry ice fixture, will install it in heavy traffic aisles of volume super markets. Holds 40 dozen cans of juice concentrate at near zero temperature. Merchandiser, accessible on four sides, developed and designed by William Melish Harris.

## What's New In Display Units



**FOR ACCELERATION:** To unitize a mass display effect of Nesco, Inc., roasters and accessories, here's a "Merchandising Bar" offered to dealers on a 50-50 cost basis. About eight feet in length, unit comes wired for demonstration, is available in several oak finishes to match retailers' standard fixtures, and is equipped with plastic rear lighting unit.

**FOR SELF-SELECTION:** To promote sale of packaged assortments of different types of bolts and nuts and get away from the "handful" sale, this bar fixture brings visual merchandising to ugly-duckling hardware products. Note "Plastikolor" transparencies. Designed by William Melish Harris.



Re: Plus Market

**Selling Your Product  
To Industry As  
BUSINESS GIFTS**

### **May I Persuade You of the following:**

(1) The big and exceptionally lucrative business to be had in large order lots by aggressively going after the vast business and industrial gift market with any suitable items you may have.

(2) The particularly receptive nature of all those companies and concerns who use *premium promotions* as part of their selling method to especially favor and understand the further use of merchandise as *business gifts* for goodwill promotions among employees, customers, prospects and business friends—any time of year, but particularly at Christmas, of course.

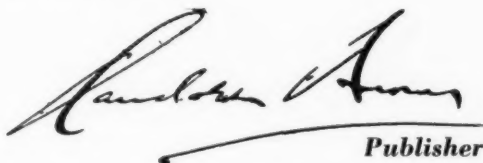
(3) The fact that *Premium Practice & Business Promotion* for 47 years has been the monthly business publication of the premium field and its advertising pages the buying guide to merchandise

for promotion purposes for all the buying factors in all these companies and concerns that use premiums and hence, *most likely*, business gifts as well.

(4) The really rare opportunity you now have to reach such a uniquely screened market for business gift sales, as provided by no other publication, through your advertising in the first annual BUSINESS GIFT NUMBER of *Premium Practice & Business Promotion*—the forthcoming *July* issue, because even for the Christmas orders, especially the largest ones, your solicitation should begin this early, and also in our field and among our readership the Advertising Specialty Jobber is a potent business gift selling force you may wish to utilize, and this element indeed must plan ahead.

**Premium Practice & Business Promotion**

386 Fourth Ave., New York 16, N. Y.



**Publisher**

Re: Advertising

**Final Closing June 9**

**Consult your Agency or**

**Write For Details — Now**

NOTE: 20% added circulation will be accorded this Business Gift Number—to extend its coverage to principal business gift-giving companies not normally premium users as well, and if this applies to you as a reader of *Sales Management* do write in now, not only in regard to advertising, but to get you and your company in on this extra mailing to receive a copy gratis, on publication, as your own company's gift-buying guide.

MAY 1, 1952



# Advertising

## MEDIA ... AGENCIES ... SERVICES

### Puck Measures Impact Of TV on Other Media

Do people still read the Sunday comics, now that television is here?

How has TV expansion affected other communication forces—movies, magazines, radio, newspapers and books?

These, in effect, were the questions posed by *Puck*—*The Comic Weekly* and placed before Professors Harvey W. Zorbaugh of New York University and C. Wright Mills of Columbia University. The New York metropolitan area was used as a testing ground and the salient results of the study have been published by *Puck* in a booklet, "A Report on The Impact of Television in A Major Market."

Highlights from this first summary of *Puck's* report are pictographed to show television's effect on other media in both TV and non-TV homes. The charts demonstrate these effects in relation to time spent on media, education of respondents, length of TV ownership, etc.

A "TV Media Quiz" in the booklet nutshells a number of the report's conclusions—some quite surprising and all interesting:



R. H. MATSON, president of Matson, Marquette & Soash, Inc., St. Paul, Minn., agency newly established by former members of Melamed-Hobbs, Inc., recently dissolved. The new agency serves all accounts formerly handled by its principals.

Both magazine and newspaper reading is higher in TV homes than in non-TV homes.

Most frequent Sunday TV viewers are people over 49; viewing is highest for high school educated adults, lowest for those with college background.

Set ownership: 17% for families with annual incomes under \$2,000; 70% for those in the \$8,000 plus class.

Both frequency and listening time tend to decrease in homes with sets for two years or more.

Movie going shows a comparative decline of 24% in TV homes; radio listening is off by about 49%.

The newspaper reading habit is relatively unaffected; 90% of TV owners and 86% of non-TV owners read newspapers.

Non-TV owners spend slightly more time—both morning and afternoon—reading Sunday newspapers than do TV owners. However, the incidence of Sunday newspaper reading in TV homes is found to be significantly greater than in non-TV homes.

A national poll taken in conjunction with the *Puck* survey shows that Sunday comics reading TV owners spend an average of 44 minutes reading them, non-TV owners average 53 minutes.

### Fairchild Launches Supermarket News

The first issue of Fairchild Publications' new weekly newspaper for the food industry, *Supermarket News*, appeared April 21 with a press run of 16,000 copies. Advertising is being accepted with the May 12 issue, the ad deadline being on Thursdays preceding the Monday publication. It goes to press on Saturday noon. Circulated nationally, *Supermarket News* is set up to reach its audience on Monday with the exception of the West Coast where it



EMORY R. CHENOWETH, named national advertising manager of *The American Magazine*. He succeeds Oliver W. Doty, appointed director of The Knapp Foundation.

will be received on Tuesday.

The weekly, tabloid in form, is being designed to bring super market operators fast, accurate news coverage of the entire food and grocery industry. It will be assisted by the entire newsgathering facilities of Fairchild which maintains 24 branch offices in U. S. key cities and abroad and a staff of 350 correspondents.

Fairchild's separate advertising news staffs for *Women's Wear Daily*, *Daily News Record*, *Retailing*, *Fashion News* and *Men's Wear Magazine* remain intact. Robert Stainton as advertising manager and Julian Handler as editor are heading the newly organized advertising and editorial staffs respectively for *Supermarket News*. Mr. Stainton has been with Fairchild for six and a half years and Mr. Handler for the past five years was housewares editor of *Retailing Daily*.

The basic one-time page rate is \$483.75 for a 1,125-line page. Aiming toward an A.B.C. rating, *Supermarket News'* subscription price is \$1.00 a year.

### POPAI's New Officers

New officers and directors for the coming year were elected during the Annual Symposium and Exhibit held recently at the Waldorf-Astoria Hotel, New York City, by the Point-Of-Purchase Advertising Institute, Inc., national association of the nation's leading producers of window displays and in-store displays of all types.

William L. Stensgaard, president of W. L. Stensgaard & Associates, Chicago, is the new president of POPAI. Edward K. Whitmore, president of Oberly & Newell Lithograph Corp., New York City, and president of POPAI for the last two

# A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

## DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

## RECENT SPECIAL STUDIES:

- 1—Analyzing the Impact of Television on Motion Picture Admissions by Areas.
- 2—Forecasting Residential Construction Activity by Areas, 1950-60.
- 3—Calculation of Value Added in 1951 in 20 Industrial Classifications, by Counties.
- 4—Analysis of Boom Areas in 1951.

### NOW AVAILABLE!

Tabulations For Your Sales Areas of Market Data From the New  
**SALES MANAGEMENT**  
1952 Survey of Buying Power

**FOR THE REALLY TOUGH CONSUMER AND INDUSTRIAL MARKETING  
PROBLEMS**

Consult

## MARKET STATISTICS, INC.

*headed by Dr. Jay M. Gould, Research Director of the Sales Management*

**SURVEY OF BUYING POWER**

**AT 432 FOURTH AVE., N. Y. 16, MU 4-3559**



**DRAWING CARD** at POPAI's three-day show in Waldorf-Astoria Hotel, New York City, was Roxanne (left) of CBS-TV "Beat the Clock"; she drew 2,500 sales and ad executives to Einson-Freeman's extra exhibit room. Here she greets John A. Young, manager, Merchandising Div., Minneapolis-Honeywell.

years, is now chairman of the board. Walter J. Ash, president of Consolidated Litho. Corp., New York City, continues as first vice-president, and S. Paul Boochever, of Gibraltar Corrugated Paper Co., North Bergen, N. J., becomes second vice-president. Paul Godell, vice-president of the Avery Corp., Chicago, is the new Western vice-president of POPAI and also general chairman of the 1953 Annual POPAI Symposium and Exhibit, which will be held in Chicago.

J. Kingsley Gould continues as executive director, and Harry Fenster of I. Fenster & Sons, as treasurer of the association.

### ABP's Accolades for Merchandising Drives

For excellence in their campaigns carried in merchandising papers during 1951, 28 companies and their advertising agencies have been awarded national honors from among 300 competing firms.

Representatives of the winning companies and their agencies received their awards at a luncheon meeting held in the Plaza Hotel, New York City, by the Associated Business Publications, which sponsored the annual contest for the third consecutive year. The winning campaigns were selected from among over 300 entries as top examples of merchandising papers advertising. W. E. S. Griswold, Jr., president of W. & J. Sloane, was chairman of the board of judges, 16

executives from retailing and distribution.

Awards were presented by Thomas B. Haire, vice-president, Haire Publishing Co., and second vice-president of ABP's board of directors; L. E. Williams, advertising manager, Fairchild's *Retailing Daily*, and ABP's chairman of the contest; Hugh Ward, advertising director, Geyer publications, and chairman of ABP's Merchandising Papers Committee. This annual contest of ABP is designed "to spotlight the kind of advertising which, in the opinions of the judges, best serves the interests of the reader and, as a result, means greater returns on the investments of advertisers and agencies."

The top award-winning companies and their agencies in each of the seven categories judged were: Wear-Right Gloves, Inc., New York City, and Doyle Dane Bernbach, Inc.; Belrug Mills, Inc., Greenville, S. C., and John Falkner Arndt & Co.; Kid Leather Guild, New York City, and R. D. Northrop Co.; Landers, Frary & Clark, New Britain, Conn., and Gould and Tierney, Inc.; Lewyt Corp., Vacuum Cleaner Div., Brooklyn, N. Y., and Hicks & Greist, Inc.; Hornstein Photo Sales, Inc., Chicago, and Gourfain-Cobb Advertising Agency, Inc.; The Bloomfield Co., New York City, and The Dunay Co.



**J. R. WARWICK**, former vice-president of Warwick & Legler, Inc., and partner in Woods & Warwick, Inc., has joined Kenyon & Eckhardt, Inc., as a vice-president and general executive of the agency.

### "Mr. Retailer" Saluted At Brand Names Dinner

More than 1,700 business and civic leaders honored "Mr. Retailer" and the contribution he makes to America's good living, as Brand Names Foundation presented its fourth annual "Brand Name Retailer of the Year" awards April 17 at the Brand Names Day-1952 dinner held



"SPARKY," fire-fighting dog in the Ad Council's Home Fire Prevention campaign, will strive to emulate "Smokey," the well known bear that fights forest fires. The cartooned coach dog is to appear in printed media—later TV—via Council's new public service ad series.

in the Waldorf-Astoria Hotel, New York City.

A "Brand Names Retailer of the Year" plaque was given to the outstanding brand retailer in each of 20 fields. Four "Certificates of Distinction" citations were presented to the runners-up in each field. The honors were won by merchants representing stores located in 28 states, the District of Columbia and Canada. They had been selected from 6,000 nominations in recognition of their outstanding presentation of manufacturers' brands to the public during 1951.

Awards were made by John W. Hubbell, vice-president of the Simmons Co., and re-elected chairman of the board of the Foundation, and by the Foundation president, Henry E. Abt.

Winning retailers came from both metropolitan and grass roots areas. Prominent among them were The Hecht Co., Washington, D. C., in the large department store field; The Kroger Co., Cincinnati, top winner in the food class; Kolliner's, Inc., Stillwater, Minn., plaque winner in women's wear; the Halifax Esso Station, Halifax, Va., leader in the gasoline service station class.

For the first time in the history of the competition, awards were made in the building materials field and to automobile dealers. These went to The A. W. Burritt Co., Bridgeport, Conn., and to Monarch Buick Co., Inc., New York City, respectively.



## "Our Country's Strength is Created..."



### REESE H. TAYLOR

President, Union Oil Company of California

*"Our country's strength is created by the responsibility and solidarity of individual citizens in a self-chosen government and economy. It can—and must—be perpetuated against all who seek to undermine it. The men and women who invest regularly in United States Defense Bonds are contributing to our national integrity and to the traditions of personal independence so characteristic of a free people."*

Every pay day, 6,500,000 employed men and women . . . "are contributing to our national integrity and to the tradition of personal independence . . ." by the systematic purchase of United States Defense Bonds.

How important is this contribution to national economy and personal security? Let's look at a few figures.

- the cumulative purchases of 6,500,000 Payroll Savers add up to \$130,000,000 per month.
- the number of individual E Bonds sold in 1951 totaled 68,000,000 pieces—8% more than in 1950.
- purchases of \$25 and \$50 E Bonds—the denominations popular with Payroll Savers—were greater than the sales of \$500 and \$1,000 E Bonds.

- monthly redemptions of unmatured E Bonds during each of 9 months (April to December, 1951) were less than 1% of the amounts outstanding.

- the cash value of Series E Bonds held by individuals on December 31, 1951, amounted to \$34,727,000,000—\$4.8 billions more than the cash value of Series E's outstanding in August, 1945.

That Americans have built personal security and a reservoir of purchasing power exceeding \$34.7 billions is due in no small measure to the patriotism and foresight of men like Mr. Taylor and other leaders of industry who have made the Payroll Savings Plan available to their employees.

For help with your Payroll Savings Plan, phone, wire or write to Savings Bond Division, U.S. Treasury Department, Suite 700, Washington Building, Washington, D. C.

*The U.S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and*

### Sales Management



# High Spot Cities

## Retail Sales Forecast for May, 1952

Retail sales in May will probably total over \$13.1 billion. Thus, for the second month running, sales will show a percentage gain over the corresponding month of last year. In the case of May, the gain will be of the order of only 3%, but in view of the retardation in the rise of prices in recent months, this will represent a slight but definite upturn in the physical volume of goods sold, after more than a full year of a slow downward drift. However, there is as yet no real evidence that consumer spending has or will snap back to the hoped-for levels warranted by the current high levels of income and employment.

The Federal Reserve Board's annual survey of consumer spending reports for example, that consumers generally plan to purchase fewer "hard goods" in 1952 than in 1951. The goods particularly affected in this connection are refrigerators, washing machines, automobiles and

radios. The best that can be said here is that residential construction probably will be maintained at the level of last year, and that consequently the market for home furnishings and household equipment will still be substantial. There can be no question that this year will see a renewed emphasis on aggressive merchandising and promotion. The market is there, but it must be fought for.

Among those states reporting better-than-average performances for this May, as opposed to May of last year are: Arizona, Colorado, Connecticut, Georgia, Kansas, Ohio, South Carolina, Virginia, West Virginia, and Wyoming.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 130.0; Bethlehem, Pa., 118.0; Elmira, N. Y., 116.5; Casper, Wyo., 115.8; Ventura, Calif., 115.5; Tucson, Ariz., 114.5; Akron, Ohio, 112.4; Newport News, Va., 112.2; Augusta, Ga.,

111.9; Wichita, Kan., 111.4; Bartlesville, Okla., 111.3; Hartford, Conn., 111.0; Lansing, Mich., 110.4; Battle Creek, Mich., 109.3; Bridgeport, Conn., 109.3; Tulsa, Okla., 109.3; Columbia, S. C., 108.9; Pittsburgh, Pa., 108.8; Warren, Ohio, 108.2.

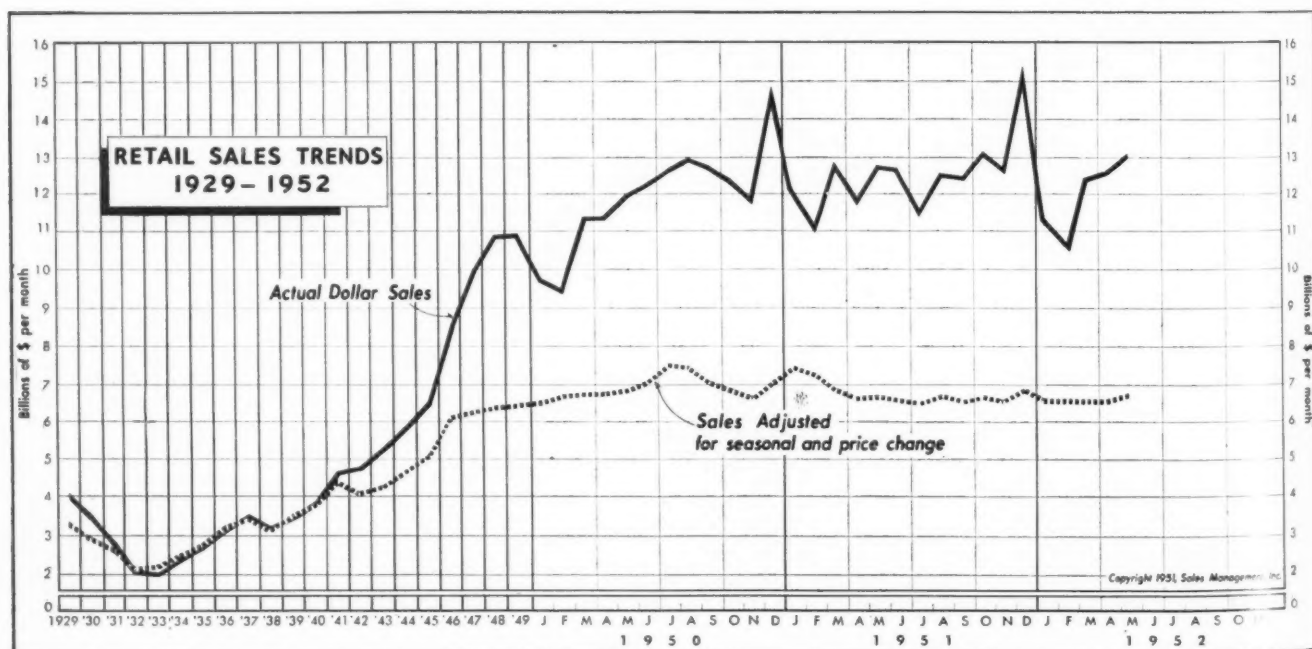


Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. . . . In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1952 over 1951," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.



Retail sales in May, 1952 will total \$13.1 billion but when adjusted for seasonal influences and price changes the volume of sales in 1935-30 dollars amounts to \$6.8 billion. While the dollar volume

represents a 3% gain over last May, and the physical volume of sales is beginning to turn up again, unit volume is still far below the peak levels of last year.

The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

RETAIL SALES				
(S.M. Forecast for May, 1952)				
City	City	City		
Index	Index	Index	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	May	
1939	1951	1951	1952	

## UNITED STATES

361.6 103.0 100.0 13118.00

## Alabama

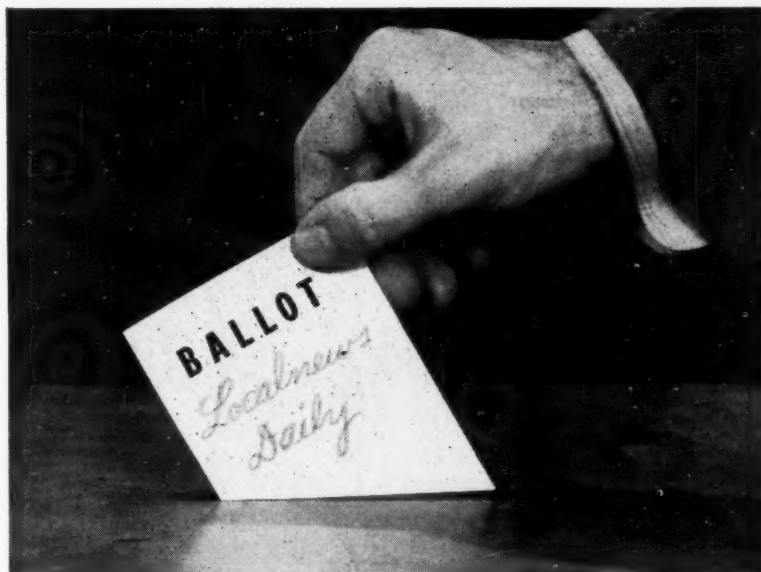
Birmingham ..	405.3	102.1	99.1	35.71
Gadsden .....	459.1	96.1	93.3	5.05
★ Mobile .....	450.9	105.2	102.1	12.22
Montgomery ..	365.1	99.9	97.0	9.93

## Arizona

★ Phoenix .....	552.4	109.2	106.0	23.31
★ Tucson .....	532.2	117.9	114.5	11.07

## Arkansas

Fort Smith ...	405.8	101.1	98.2	5.64
Little Rock ..	404.4	99.5	96.6	14.60



# Speaking of Preferential Primaries . . .

There's no contest about this point . . . that advertising sells best in the medium that gets closest to home. We've been saying it for years. Now everybody's saying it.

No medium goes home like the Localnews daily. It alone is filled . . . day after day . . . with the news average people (your customers and prospects) want most of all —about themselves, friends, neighbors. It's the most interesting news in the world—everybody's choice.

**"LOCALNEWS DAILIES—basic advertising medium"**

# The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON  
PHILADELPHIA • PITTSBURGH • SYRACUSE



## ONE OF NEW ENGLAND'S BEST Here's Why

	Middletown	Middlesex County
Total Net Income .....	\$47,293,000	\$101,482,000
Total Retail Sales .....	36,210,000	68,007,000
Income p. family .....	5,698	5,074
Retail sales p. fam. ....	4,362	3,400
Food sales p. fam. ....	1,066	890
Gen. mdse. sales p. fam. ....	440	235
Furn. Hshld. sales p. fam. ....	219	144
Automotive sales p. fam. ....	830	602
Drug sales p. fam. ....	120	92
Quality of index .....	119	109

Compare the above data with any other city in New England and you will agree,

**"You always get MORE  
in MIDDLETOWN."**

This single newspaper delivers more impact — more sales opportunities — in Middletown and Middlesex County because it reaches more families. No other newspaper or combination can match the Middletown Press coverage in this \$101,482,000 market.

### THE MIDDLETOWN PRESS



## STEADY JOBS-HIGH PAY Make Good Customers

The Biddeford-Saco market should merit your top attention.

26 plants employing more than 9,500 wage earners—averaging 1.13 pay envelopes per family.

Family income averages more than \$4,400 per year—\$687 above the state average.

Retail sales per family average \$3,409—\$555 above the state average.

Food sales per family are \$1,052—\$238 above the state average.

These plus proportions reflect the stability of working conditions in this rich industrial community of 31,600 people.

The Journal provides thorough penetration of this responsive market with more than 90% coverage of all homes.

## THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

# High Spot Cities

### RETAIL SALES (S.M. Forecast for May, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	May
1939	1951	1951	1952

#### California

Bakersfield ...	400.0	97.6	94.8	12.28
Berkeley .....	293.0	98.7	95.8	8.85
★ Fresno .....	491.9	105.3	102.2	23.07
Long Beach ..	398.3	97.3	94.5	30.03
Los Angeles ..	324.6	101.5	98.5	223.59
★ Oakland .....	351.0	110.5	107.3	55.88
Pasadena .....	358.8	96.4	93.6	17.44
★ Riverside .....	434.6	108.5	105.3	6.65
Sacramento ..	344.8	102.4	99.4	24.00
★ San Bernardino	404.6	104.1	101.1	9.63
★ San Diego ...	467.3	109.8	106.6	39.30
★ San Francisco	314.7	106.3	103.2	106.23
★ San Jose .....	375.2	105.6	102.9	15.27
Santa Barbara	316.6	95.5	92.7	6.49
★ Stockton .....	375.5	104.8	101.7	12.28
★ Ventura .....	415.5	119.0	115.5	4.03

#### Colorado

★ Colorado Springs	361.1	106.7	103.6	6.68
★ Denver .....	343.9	106.7	103.6	53.86
★ Pueblo .....	347.5	103.1	100.1	6.95

#### Connecticut

★ Bridgeport .....	339.4	112.6	109.3	21.99
★ Hartford .....	328.0	114.3	111.0	31.36
Middletown ..	241.0	101.1	98.2	2.53
★ New Haven ...	258.7	104.6	101.6	19.87
★ Stamford .....	392.9	106.8	103.7	9.39
★ Waterbury ...	296.1	110.6	107.4	11.37

#### Delaware

★ Wilmington ...	373.8	103.0	100.0	21.38
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#### District of Columbia

★ Washington ..	334.9	108.4	105.2	118.72
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#### Florida

Jacksonville ..	395.1	100.2	97.3	25.72
Miami .....	454.4	101.0	98.1	41.26
★ Orlando .....	450.2	103.0	100.0	10.40
★ Pensacola .....	382.6	107.9	104.8	5.70
St. Petersburg	479.8	100.8	97.9	13.77
Tampa .....	429.1	100.4	97.5	17.42

### RETAIL SALES (S.M. Forecast for May, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	May
1939	1951	1951	1952

#### Georgia

Atlanta .....	348.9	101.9	98.9	52.90
★ Augusta .....	438.5	115.3	111.9	9.69
★ Columbus .....	472.7	104.4	101.4	9.88
★ Macon .....	380.6	104.6	101.6	8.45
★ Savannah ....	352.0	105.1	102.0	10.70

#### Hawaii

★ Honolulu ....	334.9	103.5	100.5	23.58
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#### Idaho

Boise .....	325.6	95.3	92.5	6.35
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#### Illinois

Bloomington ..	309.2	100.0	97.1	5.38
Champaign- Urbana ....	372.6	100.8	97.9	8.16
Chicago .....	311.4	100.9	98.0	415.14
Danville .....	333.3	102.0	99.0	5.50
Decatur .....	316.0	99.8	96.9	8.91
East St. Louis	393.1	102.9	99.9	9.16
★ Moline-Rock Is- land-E. Moline	354.1	104.6	101.6	11.65
Peoria .....	305.0	98.2	95.3	16.41
★ Rockford ....	375.4	106.6	103.5	14.49
Springfield ...	323.3	99.1	96.2	11.67

#### Indiana

Evansville ....	361.1	98.5	95.6	14.37
★ Fort Wayne ...	333.3	103.4	100.4	16.50
★ Gary .....	393.2	105.3	102.2	14.94
★ Indianapolis ..	352.8	103.2	100.2	58.56
Muncie .....	316.9	102.4	99.4	6.56
★ South Bend ...	457.3	107.5	104.4	19.30
Terre Haute ...	301.7	96.6	93.8	8.96

#### Iowa

Cedar Rapids ..	310.3	98.0	95.1	9.03
Davenport ....	304.0	101.0	98.1	9.18
Des Moines ...	314.9	99.9	97.0	22.80
Sioux City ...	292.8	97.3	94.5	10.13
Waterloo .....	311.2	100.0	97.1	7.78

## PADUCAH'S

Ridin'  
High!



Nation's No. 1 High Spot City.  
\$500 million atomic energy plant  
going up—plus world's largest  
electric power pool.

Nation's greatest gain in bank  
clearings during 1951.

Good time to advertise in—

The Paducah Sun-Democrat  
28,500 Paducah, Ky. 29,000  
Daily Sunday

Burke, Kuipers & Mahoney

RETAIL SALES (S.M. Forecast for May, 1952)				
City	City	City		
Index	Index	Index	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	May	
1939	1951	1951	1952	

#### Kansas

★ Hutchinson ..	321.7	105.6	102.5	4.60
★ Kansas City ..	350.5	105.5	102.4	10.83
Topeka .....	310.8	98.1	95.2	8.64
★ Wichita .....	503.0	114.7	111.4	23.54

#### Kentucky

Lexington ....	297.6	99.7	96.8	8.66
★ Louisville ....	368.9	105.6	102.5	42.53
★ Paducah .....	405.4	133.9	130.0	5.23

#### Louisiana

Baton Rouge ..	492.7	99.1	96.2	12.07
New Orleans ..	384.4	102.2	99.2	53.13
★ Shreveport ...	386.0	107.3	104.2	15.98

#### Maine

★ Bangor .....	268.2	104.5	101.5	4.80
Lewiston-Auburn	249.1	93.6	90.9	5.58
Portland .....	230.0	99.8	96.9	9.29

## Here We Go Again!!

Royal Oak offers you more sales opportunities per family than any other city on this High Spot list.

With a family income of \$7,240 (highest of all cities listed) and with retail sales 37%—food 25%—general merchandise 45%—furniture-household 46% and drug 86% above U. S. average, your dollars do a bigger job.

The Daily Tribune . . . better than 108.2% gain in ten years . . . is a must in 95% of Royal Oak homes daily . . . and in 13,500 additional homes in prosperous south Oakland County.

## THE DAILY TRIBUNE

Royal Oak, Mich.

South Oakland's  
Only Daily

Over 25,018  
Evenings

Represented by  
The Julius Mathews Special Agency, Inc.

RETAIL SALES (S.M. Forecast for May, 1952)				
City	City	City		
Index	Index	Index	\$	
1952	1952	1952	(Million)	
vs.	vs.	vs.	May	
1939	1951	1951	1952	

#### Maryland

Baltimore ....	310.3	102.6	99.6	103.81
Cumberland ..	261.2	100.1	97.2	4.91

#### Massachusetts

Boston .....	236.7	100.3	97.4	102.13
Fall River ....	251.7	96.1	93.3	8.96
Holyoke .....	287.0	99.0	96.1	5.54
Lawrence .....	251.4	98.0	95.1	7.92
Lowell .....	332.7	100.0	97.1	9.05
Lynn .....	261.1	93.6	90.9	9.53
New Bedford ..	259.1	95.3	92.5	9.30
★ Pittsfield ....	286.0	103.8	100.8	6.12
★ Salem .....	317.8	106.9	103.8	5.53
Springfield ...	253.9	100.7	97.8	18.71
★ Worcester ....	294.5	108.3	105.1	24.06

#### Michigan

★ Battle Creek ..	407.0	112.6	109.3	8.75
Bay City ....	392.1	101.7	98.7	7.49
Detroit .....	390.6	98.0	95.1	228.75
Flint .....	293.0	95.7	92.9	18.52
Grand Rapids ..	333.6	99.5	96.6	23.72
★ Jackson .....	342.3	104.3	101.3	8.42
★ Kalamazoo ....	356.8	105.1	102.0	11.31
★ Lansing .....	388.3	113.7	110.4	15.92
★ Muskegon ....	361.4	110.8	107.6	7.48
★ Pontiac .....	333.2	103.3	100.3	9.13
Royal Oak- Ferndale ...	482.2	101.2	98.3	9.21
Saginaw .....	357.3	99.9	96.0	11.29

#### Minnesota

★ Duluth .....	259.8	108.5	105.3	10.99
Minneapolis ..	264.3	99.5	96.6	62.68
St. Paul .....	254.0	101.4	98.4	37.49

#### Mississippi

Jackson .....	448.3	100.3	97.4	10.31
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#### Missouri

Kansas City ..	359.1	99.0	96.1	71.10
St. Joseph ...	282.7	98.7	95.8	7.21
St. Louis .....	306.2	101.1	98.2	95.34
Springfield ...	380.8	102.6	99.6	8.72

#### Montana

Billings .....	388.4	101.0	98.1	6.37
Butte .....	208.1	95.8	93.0	4.60
Great Falls ...	323.9	99.7	96.8	5.83

#### Nebraska

Lincoln .....	324.7	98.9	96.0	11.17
Omaha .....	344.2	102.0	99.0	31.94

#### Nevada

Reno .....	333.3	100.6	97.7	6.70
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#### New Hampshire

Manchester ..	293.9	102.9	99.9	8.73
★ Nashua .....	270.9	104.0	101.0	3.44

## ... 32% BETTER ...

... with a Quality Market Index of 132 . . . which means that Salem families are spending \$1.32 for every dollar spent by the average U. S. family. Your sales and advertising efforts can't miss . . . unless you fail to take advantage of this opportunity.

Here's what we mean. Among all independent markets of 25,000 population or larger in this state not one equals Salem's sales activity . . . 71% above average volume.

147,700 people with a total income of \$222,772,000 is something you can't afford to push aside.

Cover it thoroughly by one great family newspaper.

## THE SALEM EVENING NEWS

SALEM, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## Here's Another Reason Why

•••the Pittsfield Metropolitan County Area is first in Massachusetts in family retail, food and automotive sales.

General Electric, in announcing that wages for 1951 were \$9,147,625 more than 1950 and that employment increased 1500, gave as their reasons: "more workers — higher pay—larger bonuses."

Served by one newspaper with 100% coverage of city zone and 70% of entire metropolitan area.

Person for person the most responsive mass market in the state.

## THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## SIZE or SALES?

Do you make a different size product for each market? Of course you don't. Then why judge a market by size alone?

Take Little Falls, for example—retail sales are 36%, food sales 73% above average for a city of its size, proving that buyers from surrounding communities find it advantageous to shop in Little Falls.

With complete coverage of Little Falls and reaching 74% of the homes in the entire market of 30,000 people—size means absolutely nothing. It's sales that count.

### Little Falls Times

Little Falls, N. Y.

Represented by  
The Julius Mathews  
Special Agency, Inc.

## High Spot Cities

### RETAIL SALES (S.M. Forecast for May, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	May
1939	1951	1951	1952

#### New Jersey

Atlantic City	280.4	99.1	96.2	11.02
Camden	327.0	99.5	96.6	14.09
Elizabeth	307.3	102.3	99.3	12.17
Jersey City-Hoboken	245.2	101.5	98.5	25.01

### RETAIL SALES (S.M. Forecast for May, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	May
1939	1951	1951	1952

#### New Jersey (cont.)

Newark	265.3	102.0	99.0	58.23
Passaic-Clifton	343.2	100.2	97.3	14.07
Paterson	281.7	95.6	92.8	17.07
Trenton	297.0	101.8	98.8	17.11

#### New Mexico

Albuquerque	701.5	99.9	97.0	14.38
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#### New York

Albany	307.3	101.5	98.5	20.50
Binghamton	279.1	102.9	99.9	10.44
★ Buffalo	307.5	105.4	102.3	67.74
★ Elmira	325.7	120.0	116.5	7.72
★ Hempstead Township	637.9	107.5	104.4	66.41
★ Jamestown	318.4	109.3	106.1	5.89
New York	274.7	99.7	96.8	771.90
★ Niagara Falls	330.4	109.3	106.1	10.31
★ Rochester	268.1	104.5	101.5	40.11
★ Rome	362.9	103.4	100.4	3.81
★ Schenectady	311.7	107.6	104.5	12.28
★ Syracuse	283.0	104.6	101.6	26.38
Troy	296.3	95.2	92.4	8.89
Utica	309.8	102.5	99.5	12.33

#### North Carolina

Asheville	348.9	102.5	99.5	7.92
Charlotte	451.8	100.8	97.9	18.93
Durham	331.1	98.0	95.1	7.25
Greensboro	561.0	102.6	99.6	13.80
★ Raleigh	431.3	105.9	102.8	9.66
Salisbury	303.1	97.7	94.9	2.97
★ Wilmington	351.2	107.7	104.6	4.53
Winston-Salem	345.9	102.2	99.2	8.89

#### North Dakota

Fargo	330.0	96.9	94.1	5.94
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#### Ohio

★ Akron	398.8	115.8	112.4	38.09
★ Canton	332.8	105.1	102.0	15.34
Cincinnati	314.7	102.7	99.7	63.82
★ Cleveland	339.3	110.8	107.6	125.51
Columbus	298.8	100.0	97.1	41.86
★ Dayton	356.0	106.8	103.7	33.36
Mansfield	336.5	99.1	96.2	6.36
★ Springfield	337.8	106.9	103.8	9.12
★ Toledo	351.5	103.8	100.8	40.70
★ Warren	406.3	111.4	108.2	7.76
★ Youngstown	318.1	107.5	104.4	22.33

#### Oklahoma

★ Bartlesville	356.9	114.6	111.3	2.57
Muskogee	305.3	100.1	97.2	3.48
Oklahoma City	346.9	98.8	95.9	28.03
★ Tulsa	407.7	112.6	109.3	24.34

#### Oregon

Eugene	486.2	101.2	98.3	7.73
★ Portland	357.1	109.1	105.9	57.71
Salem	364.2	99.0	96.1	6.52

One North Jersey newspaper offers advertising coverage of more than 56,000 Bergen and Passaic County homes.

## THE HERALD-NEWS

OF PASSAIC-CLIFTON, N.J.

Represented by The Julius Mathews Special Agency



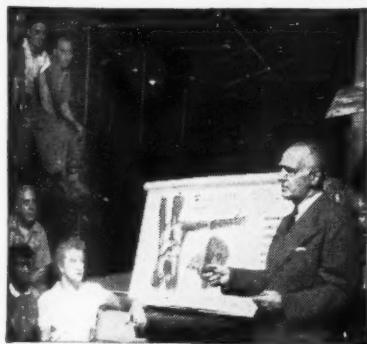
## Altoona, Pa. is a good TEST MARKET ... as many important factors PROVE!

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

### ALTOONA'S ONLY EVENING NEWSPAPER

**RICHARD E. BEELER**  
Advertising Manager

# Altoona Mirror.



### On the job!

Our volunteer speakers are saving thousands of lives today... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

*American Cancer Society*



RETAIL SALES (S.M. Forecast for May, 1952)				
	City Index 1952 vs. 1939	City Index 1952 vs. 1951	City Nat'l Index 1952 vs. 1951	\$ (Million) May 1952

#### Pennsylvania

Allentown	308.4	99.7	96.8	13.20
Altoona	231.6	99.9	97.0	6.53
★ Bethlehem	438.7	121.5	118.0	8.38
★ Chester	339.0	107.9	104.8	7.83
★ Erie	386.8	105.6	102.5	16.44
★ Harrisburg	352.8	110.8	107.6	15.63
Johnstown	271.5	100.9	98.0	8.58
Lancaster	258.9	98.0	95.1	8.13
Norristown	291.9	99.5	96.6	4.35
Oil City	191.9	100.1	97.2	1.65
Philadelphia	305.8	99.1	96.2	206.30
★ Pittsburgh	361.9	112.1	108.8	107.41
Reading	282.6	95.5	92.7	13.62
Scranton	262.6	98.4	95.5	13.00
★ Wilkes-Barre	263.0	103.0	100.0	9.60
York	252.9	93.1	90.4	6.65

#### Rhode Island

Providence	271.2	99.2	96.3	31.46
★ Woonsocket	294.1	103.3	100.3	5.00

#### South Carolina

★ Charleston	361.7	106.9	103.8	9.26
★ Columbia	425.7	112.2	108.9	12.43
Greenville	373.9	99.8	96.9	8.60
★ Spartanburg	510.4	107.3	104.2	8.37

#### South Dakota

Aberdeen	445.8	96.5	93.7	3.70
Sioux Falls	333.7	96.3	93.5	6.84

#### Tennessee

★ Chattanooga	341.1	105.0	101.9	16.78
Knoxville	344.8	96.7	93.8	16.00
Memphis	369.3	94.8	92.0	44.02
★ Nashville	365.5	107.3	104.2	25.88

#### Texas

★ Amarillo	567.7	109.7	106.5	13.17
Austin	408.0	98.3	95.4	14.36
★ Beaumont	468.4	106.3	103.2	12.46
★ Corpus Christi	543.4	109.6	106.4	15.27
Dallas	444.0	100.0	97.1	67.53
El Paso	467.4	102.0	99.0	16.08
★ Fort Worth	510.8	109.9	106.7	41.78
★ Galveston	342.7	103.0	100.0	7.47
★ Houston	471.2	108.3	105.1	80.43
★ Lubbock	630.1	103.5	100.5	11.72
San Antonio	461.3	102.4	99.4	41.79
Waco	460.4	95.5	92.7	9.99
★ Wichita Falls	418.8	110.5	107.3	8.67

#### Utah

★ Ogden	372.1	103.3	100.3	6.40
Salt Lake City	317.4	100.4	97.5	21.17

#### Vermont

Burlington	279.9	98.8	95.9	4.17
Rutland	232.7	94.1	91.4	2.35

#### Virginia

Lynchburg	292.5	97.6	94.8	5.47
★ Newport News	457.2	115.6	112.2	7.59
★ Norfolk	412.3	106.7	103.6	23.09
★ Portsmouth	472.4	106.5	103.4	6.85
★ Richmond	298.8	103.6	100.6	28.48
Roanoke	407.4	102.8	99.8	12.63

"Fish Where  
the Fish Are!"



That's what the experienced fisherman does... and the same reasoning is the answer to why more and more products are being promoted through the advertising columns of the Times Herald to reach the prosperous buyers in this rapidly expanding market.

**Times Herald**  
**NORRISTOWN, Pa.**

New All-Time  
Circulation Record  
**22,540 DAILY**  
National Representative  
Julius Mathews Special Agency

## 101,000 Opportunities

When you use the Call, that's the number of people you reach... the Woonsocket "Middle Millions" who buy more drugs, more food and general merchandise than average R. I. families. You get 99.7% coverage of this big, responsive market when you use its one local daily, the —

**WOONSOCKET  
CALL**

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWON, WWON-FM  
COVERS RHODE ISLAND'S PLUS MARKET

# LARGEST CIRCULATION OF ANY PUBLICATION IN CANADA



Circulation  
over

## 950,000

Published by the Montreal Standard  
Publishing Co. Limited

### OPPORTUNITY FOR MERCHANDISING MANAGER

Large, diversified, well-established West Coast manufacturer of wide line of building materials and other products is vitally interested in building strong merchandising department to program and develop market research and analysis; advertising, sales promotion, and preparation of technical literature; product planning and development; sales training; sales engineering; and other general merchandising functions. An executive qualified by practical experience but anxious for the growth potential implicit in being in on the planning of a completely new department may find this inquiry of interest. State employment record, educational background, and other qualifications in considerable detail. Competent references important. Confidences respected if requested. Interviews will be arranged with those who seem qualified.

Box No. 2856,  
**SALES MANAGEMENT**  
386 Fourth Ave., New York 16, N. Y.

#### ARE YOU GETTING YOUR SHARE OF FREE PUBLICITY?

The 1952 Edition of the Publicity Directory is now ready! Lists over 2,000 Consumer, Farm & Business-Trade Publications with FREE Editorial Policies. Combined Circulation—200,000,000. A gold-mine for Advertisers, agencies, Public Relations Firms, etc.

**FREE 5-DAY EXAMINATION!**  
**PUBLICITY ADVERTISING**  
1501NA Trails End, Kalamazoo, Mich.

RETAIL SALES (S.M. Forecast for May, 1952)				
City Index	City Index	City Index	Nat'l Index	\$ (Million)
1952	1952	1952	1952	May
vs.	vs.	vs.	vs.	1952
1939	1951	1951	1951	

#### Washington

★ Seattle	330.2	105.0	101.9	60.60
★ Spokane	324.6	104.1	101.1	18.73
Tacoma	323.5	98.8	95.9	15.69
Yakima	322.4	97.9	95.0	6.48

#### West Virginia

★ Charleston	339.2	104.3	101.3	13.06
★ Huntington	335.3	103.4	100.4	9.22
Wheeling	308.9	100.5	97.6	8.68

#### Wisconsin

Appleton	348.2	101.0	98.1	4.91
Green Bay	301.3	101.8	98.8	6.99
Madison	281.0	101.5	98.5	10.96
★ Milwaukee	316.2	103.1	100.1	80.20
★ Racine	367.1	108.7	105.5	8.70
Sheboygan	281.3	98.7	95.8	4.50
Superior	271.3	101.8	98.8	3.50

#### Wyoming

★ Casper	512.7	119.3	115.8	5.23
★ Cheyenne	390.9	107.0	103.9	4.73

RETAIL SALES (S.M. Forecast for May, 1952)				
City Index	City Index	City Index	Nat'l Index	\$ (Million)
1952	1952	1952	1952	May
vs.	vs.	vs.	vs.	1951
1941	1951	1951	1951	

<b>CANADA</b>	328.7	108.0	100.0	1005.6
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#### Alberta

★ Calgary	385.0	114.9	106.4	17.75
Edmonton	378.9	103.1	95.5	16.14

#### British Columbia

★ Vancouver	390.2	113.9	105.5	50.38
★ Victoria	322.6	111.5	103.2	10.55

#### Manitoba

★ Winnipeg	295.0	113.4	105.0	35.81
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#### New Brunswick

Saint John	223.6	105.9	98.1	4.92
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#### Nova Scotia

★ Halifax	281.8	114.5	106.0	12.82
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#### Ontario

★ Hamilton	291.1	121.0	112.0	22.53
London	258.9	105.9	98.1	9.19
Ottawa	209.3	107.0	99.1	15.15
Toronto	264.9	104.4	96.7	94.17
Windsor	250.5	105.1	97.3	11.95

#### Quebec

Montreal	284.8	105.7	97.9	99.88
★ Quebec	268.7	114.3	105.8	15.10

#### Saskatchewan

Regina	301.5	107.4	99.4	10.16
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### AUTOMOBILE SALES PROMOTION MANAGER

Manufacturer, near Detroit, has opening for an aggressive, experienced sales promotion manager who's really got it on the ball. No amateurs need apply.

Must be able to originate and direct sales plans for 2500 nation-wide dealer organization; be familiar contests; hold meetings, etc.

Write fully, giving age, experience, education, references, salary desired. All replies confidential. Enclose photo.

Box 2853, Sales Management

**WANTED**—Sales Training Director. Man who has had several years' experience in heading up training of national organization of 500 to 1,000 salesmen, selling products direct to user. Experience in office appliance field desirable. Age 32 minimum, college education, must speak well and have experience organizing and preparing reference material and manuals. 3 - 5 years actual successful personal selling experience. Real promotion possibilities with national AAA progressive organization. Write giving full explanation, experience, background. All replies confidential. Box No. 2854.

**WANTED**—Sales Manager for West Coast Division National AAA Sales Organization. Experience in office equipment, office appliance or office supply field desirable. Must be able to inspire and build hard hitting selling organization from present nucleus. Good future with expanding progressive company. Write giving full details, present earnings, etc., to Box No. 2855. All replies confidential.

#### DO YOU NEED SALES HELP?

Sales executive, district manager national food manufacturer, responsible five states. His twenty years experience includes successful personal production and selection, training and supervision of sales force. He initiates effective plans and promotions. Background includes public speaking and association work. Now earning in \$15,000.00 to \$20,000.00 range. Is this hard worker the answer to your problem? For details Box 2852

#### MARKET RESEARCH ANALYST

Wanted a man with good market research experience, preferably with a consumer's goods manufacturer, to start market research function on "man and a girl" basis until program is developed. This is not a job for a neophyte. Good advancement possibilities for the right man. Reply completely and in confidence to R. I. Gleason, Toledo Scale Co., Toledo 1, Ohio.

#### SALES MANAGER

Rich background in sales and sales administration farm field. Experienced construction, engineering. Well versed in sales recruiting and training, product and market research. Aggressive, tactful, pleasing personality. Family man in thirties; will relocate. Box 2858.

SALES MANAGEMENT

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## OPPORTUNITY FOR TOP-FLIGHT MARKET ANALYST

Mature, rapidly expanding West Coast organization distributing several lines of forest products nationally through wholesale channels, needs skilled market analyst who can head up new program of market research. Person who will be of interest will have had several years' experience in key position in market research and be competent to take charge of important program with minimum of delay and minimum of direction. State qualifications in detail; indicate salary requirements; furnish references. Confidence respected if requested.

**Box No. 2857  
SALES MANAGEMENT**

386 Fourth Ave., New York 16, N. Y.

## SALES MANAGER WANTED

A large eastern Brewery wishes to hire a Sales Manager—a position open as a result of retirement. Beer selling experience is preferred but not essential. Should be familiar with all phases of selling, advertising and merchandising of beer or similar products thru grocery stores and taverns and should be able to effectively supervise and direct a sales force. Should be relatively young, aggressive and hard-hitting.

The person selected will receive a fine salary, liberal bonus in a wonderful living and working environment and have the support and cooperation of our entire organization. The Company, steadily growing in sales, production and earnings, is highly regarded in the industry. This is truly a great opportunity.

Write details of experience, earnings and include recent photo if available. All information completely confidential.

Box 2851

## SALES EXECUTIVE

Sales managerial experience in hardware and contract hardware field including hiring and supervision of manufacturing agents and salaried salesmen; complete handling of promotion, advertising, product and sales research. Young in thirties, married, willing to relocate. Box 2859.



# The Scratch Pad

BY T. HARRY THOMPSON

Now it can be told: Union Carbide will probably hate me for getting *two* Winters out of *one* shot of Prestone left in the cooling-system all through the intervening Summer.

Speaking of cars, here's a slogan for a shock-absorber: "Block that kick!"

That befuddled babe, Tessie O'Paque, says her favorite drink is rye-crisp.

Art galleries should be pushovers for picture-windows.

From where I sit, *Grit*, the small-town weekly, has been getting the most readable copy of its career.

What ever happened to that old rule of punctuation that said to follow a colon with a cap initial?

Sometimes, when I buy butter, I think guns would be cheaper.

Writing in the February *Mercury* about jazz, Eddie Condon said: "I know a good many writers, but I never knew one who could also play an instrument and do either job well." You may not like my writing, Eddie, but did you ever hear me on the snare-drum?

PROHIBITIONIST: One who does not choose to rum.

Sign over a bar: "Always rum for one more." And over a beauty-salon, spotted by *The Country Drummer*: "Ten years off for cash."

Headline for Jergens: "All in favor of this lotion say 'aye'."

I have long considered phonograph-records ideal auxiliary consumer-media. Latest to cross my desk has "Love Me, Love My Dog" on one side and "Leadin' A Kasco Dog's Life" on the other.

Incidentally, many of the dog-foods now contain chlorophyll to combat D.O. (Doggy Odor).

On the other hand, you *can* tell a match-book by its cover.

Overheard at a purchasing agents' dinner, as reported by Jim Collins: "A good executive goes around today with a worried look on his assistant's face" . . . "The Government uses a calculating-machine that can only add and multiply."

Marshall Pickett says: "In times like these, a budget is nothing but a planned method of worrying."

RADIO ANNOUNCER: One who works for the love of mike. (*Contributed.*)

Fred De Bolt, v-p of Detroit's Ross Roy, Inc., also confirms the clock-hands story, quoting from George Stimpson's "A Book about a Thousand Things."

Maybe that air-conditioned pent-house they're building atop the White House is a place where Harry can go and cool off before he writes a letter.

New twist by Henry Obermeyer: "What good is happiness if it doesn't bring money?" He's the chap who thinks a new form of *creeping* socialism may be the mails.

Mort Grossman, of *The Washington Post*, sends me an ad by Peoples Grocery Store, of Alexandria, Va., with this headline: "We Weigh Babies!" Copy continues: "Loan tools and equipment . . . baby-sit . . . order your coal and fuel . . . run errands . . . take in laundry and dry-cleaning . . . push stalled cars . . . look for stray dogs . . . mail packages and letters . . . deliver phone-messages . . . take drunks home." That's service!

Dick Dickson says a father read over a list of five questions which his small son was called upon to answer in school. "Did you miss any of the five?" Pop asked. "Yes," admitted the boy. "I missed the first two and the last three."

The same correspondent says a filling-station attendant found this suggestion tacked to the washroom-wall: "Proposed location for coat-hook. Estimated cost, 10c."

My Uncle Harry would give me a blank stare if I should call him an "exequiphilist." But that's what he is: A fellow who, like Georgie Jessel, goes to scads of funerals.

A poker-game down in the city  
Broke up (and it seemed such a pity),  
When a pussycat pet  
Swallowed all of the bet.  
(For the money was *still* in the kitty.)

RENO: The big little town built by second-guessers.

I don't know who said it first, but I like the statement that, if the Korean war is a "police action," we need a new chief of police.

Roy Miller says: "Don't take a snort when you drive, or you might have a cop for a chaser."

I suppose the ambition of every novelist is to get on the "banned wagon" in Boston.

Men still die with their boots on, says one of our mid-West correspondents. But one boot is often on the accelerator.